

USAID/MOROCCO

RESULTS REVIEW AND RESOURCE REQUEST (R4)

2001-03-01

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Released on or after Oct. 1, 2003

MEMORANDUM

March 30, 2001

TO: Karen Turner, Acting AA/ANE

FROM: James Bednar, Director, USAID/Morocco

SUBJECT: USAID/Morocco Results Review and Resource Request (R4) 2003

The results and challenges of FY 2000 affirm USAID's strategy in Morocco as sound. Political, social, and economic indicators underscore the validity of our focus. Moroccans repeatedly echo our priorities as theirs, demonstrating that USAID's efforts are responsive and on target to achieve our mutual goals. This convergence stems from our success in completing a seamless transition from the previous Country Program Strategy (CSP), while achieving meaningful results in our new activities—some only six months old. This FY2003 R4 shows that we are making and will continue to make a qualitative difference in the lives of the Moroccan people.

FY 1999 was characterized by unbridled optimism that remains positive today, but with a hint of caution. The new King and the government struggle to maintain the people's early enthusiasm. The patina of the "honeymoon" is wearing off as high expectations, set perhaps unrealistically high, are unmet. Moroccan citizens show signs of impatience, a restlessness stemming largely from the slow adoption of clearly needed economic, administrative, and social reforms. For the economy, two consecutive years of drought, with a likely third in our target region of Souss-Massa-Draa, union wage demands compelling investors to move off-shore for cheaper labor, and pressure to devalue the dirham contribute to the lack of vigor.

In FY 2000 USAID worked with the GOM as true partners and encouraged needed reforms. Our successes in the policy arena demonstrate how, with a relatively small program budget the Mission can impact many critical policy issues facing Morocco. This disproportionately high level of influence is due largely to (a) the widely recognized comparative advantage that the U.S. represents in our target sectors; and (b) the Mission's dual-track use of pilots at the local level as evidence to advance needed policy changes at the national level.

Outstanding issues and effects on the plan: Our budget request for FY 2003 is \$13.6 million, which includes ESF for democracy and U.S.-North Africa Economic Partnership activities, and supplementary HCD/DA for education. It also reflects an increase in funding for the SO6 (ENR) to offset insufficient funding received in previous years. For FY 2002, we will request an additional \$1.2 million for the education activity. Finally, we are planning for Development Credit Authority (DCA) allocations for FYs 2001, 2002, and 2003, up to \$2 million each year, in 2001 for SO5 (EG), 2002 for SO6 (Water), and a similar amount in 2003.

In FY 2000, we received approval for a special objective (SpO) to support Morocco's burgeoning democracy. Since 1998, the Moroccan monarchy and government have been taking

increasingly bold steps toward democracy, a political evolution unique among its neighboring states. The Embassy's Democracy Working Group, along with USAID officers and consultants, crafted an ambitious program to promote the most critical democratic reforms. While our current democracy program under SpO9 ends in FY 2002, our strategic planning reaches out to FY 2005, with the rest of our CSP. Helping the GOM and King Mohammed VI realize their vision for a more democratic Morocco merits continued support—in the form of a strategic objective.

For one of our two SOs—Integrated Water Resources Management, the Mission has not received the planned funding for three years, FY 2000 to 2002. The SO's pipeline will allow us to complete our planned activities during FY 2001. But, without relief and recovery in the FY 2003 budget, our ability to achieve the objectives in this critical sector will be jeopardized and we will have to alter the expected results. To avoid this, our FY03 request level restores the SO6 life-of-strategy levels.

Further, USAID/Morocco requests additional funding for the basic education, SpO8. We want to capitalize on an opportunity to deepen the impact of our current program, without extending it beyond the planned completion date. Specifically, the GOM is launching its Regional Academies, a cornerstone in the plan to decentralize education. We would like to respond to a GOM request by supporting these Academies in the five regions of Morocco where provincial and school level pilot activities are being conducted under the current program. Our intention is to strengthen leadership and management capacity and to reinforce the technical orientation of the Regional Academies toward quality and gender sensitive education. This support will also further the GOM-USAID decentralization partnership underway through our democracy SpO.

Management Contract: The core of the new management contract was defined in the new CSP, approved in March 2000. The Mission completed all its Performance Monitoring Plans in the first quarter of FY01, as well as the detailed results frameworks for each SO/SpO. This R4 is, therefore, our first progress report against the new strategy and the new management contract.

After a year of CCT implementation, the Mission is considering refining its nature. As originally conceived, the value-added of the CCT methodology was improved coordination, communication and integration of the USAID sectoral programs in the region where more than half of our budget resources are dedicated. Indeed, we are seeing early results of participatory planning and implementation in two integrated development activities at the rural commune and village level. However, our approach requires more than just the focus on gender integration and public-private partnerships in order to achieve the promised added value throughout the region. The CCT Strategy should evolve into a participatory governance approach, which adds value to each SO/SpO activity by improving the working environment at all levels. Through improved administrative, communication, and decision-making systems in the SMD, the public and private sector, donors, and the Moroccan citizens will be better able to achieve their mutual development goals. Additionally, these improved systems will provide horizontal and vertical linkages for the Mission's sectoral activities across the Souss-Massa-Draa region. The Team will refine the details during FY2001 with our regional counterparts and partners.

Staffing/OE: The USDH workforce level allotted by USAID/W through FY 2003 is adequate to administer and support the Mission's two SOs and three SpOs, and to perform required administrative and management functions. Assuming this stability in staffing, the Mission fully expects to operate within targeted OE levels through FY 2003. The planned FY 2001 level of \$2,695,700 will increase moderately to \$2,795,000 in FY 2003. The proposed budgets for both FY 2002 and FY 2003 are lower than last year's R4 requested FY 2002 level of \$2,807,500.

I encourage you to consider carefully this report. It tells a story of a strong, evolving bilateral partnership built on trust and communication. It is a short history of results generated from partnerships at all levels from commune to the capital, of results that serve U.S. foreign policy objectives as well as the development needs in one of Morocco's most vulnerable regions. This R4 is a story of USAID's commitment to assist Morocco and its new King attain their vision for the future.

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Glossary

AED	Academy for Educational Development	MOJ	Ministry of Justice
AIM	Accessing International Markets	MOST	Micronutrient Operational Strategies and Technologies
AIR	American Institute for Research	MPP	Mission Performance Plan
ALCO	Alternatives Consultants	MSI	Management Systems Int'l
ANHI	<i>Agence Nationale de Lutte contre l'Habitat Insalubre</i>	NDI	National Democratic Institute
BJ	Budget Justification	NEA	Near East and Asia Office
CAII	Creative Associates Int'l, Inc.	NED	New Enterprise Development
CATT	Computer-Assisted Teacher Training	NEF	Near East Foundation
CCT	Crosscutting Themes	NGO	Non-Governmental Organization
CIDA	Canadian Assistance Program	NHA	National Health Accounts
CMS	Commercial Market Strategies	NIP	National Immunization Program
CPR	Contraceptive Prevalence Rate	NIPA	National Investment Promotion Agency
CRS	Catholic Relief Services	NTF	New Transcentury Foundation
CSD	Child Survival and Disease	OC	Oral Contraceptive
CSOs	Civil Society Organizations	ONEP	<i>Office National de l'Eau Potable</i>
CSP	Country Strategic Plan	ORMVAT	<i>Office Régional de Mise en Valeur Agricole du Tadla</i>
CSSF	<i>Comité de Soutien de la Scolarisation des Filles</i>	PD&L	Program Development & Learning
CYP	Couple Years of Protection	PHR	Partnerships for Health Reform
DA	Development Assistance	PLL	Participatory Lifescape/Landscape
DCA	Development Credit Authority	PLP	Population Leadership Program
DG	Democracy and Governance	PMP	Performance Monitoring Plans
DHS	Demographic and Health Survey	PRIME	Primary Providers' Training and Education in Reproductive Health
DWG	Democracy Working Group	PROGRESS	Regional Management of Health Services Project
EA	Environmental Assessment	PSC	Personal Services Contract
EMIS	Education Management Information System	PTA	Parents and Teachers Association
EOC	Emergency Obstetric Care	PVO	Private Voluntary Organization
ESF	Economic Support Funds	PWG	Prosperity Working Group
EU	European Union	QA	Quality Assurance
EUP	Environmental Urban Program	QM	Quality Management
FEC	Municipal Development Bank	R4	Results Review and Resource Request
FP	Family Planning	RBA	River Basin Agencies
GEA	Girls Education Activity	ROL	Rule of Law
GIS	Geographic Information System	SMD	Souss-Massa-Draa Region
GP	General Practitioner	SME	Small & Medium Enterprise
HAP	Humanitarian Assistance Program	SIWM	Souss-Massa Integrated Water Management
HKI	Helen Keller International	SCG	Consultative Working Group
HR	Human Rights	SGP	Small Grants Program
IASP	Int'l Affairs Strategic Plan	SO	Strategic Objective
ICASS	Int'l Cooperation Administrative Support Services	SPIA	Strategic Plan for International Affairs
IEC	Information, Education, and Communication	SpO	Special Objective
IEE	Initial Environmental Examinations	TAACS	Technical Advisors in AIDS and Child Survival
IHRLG	Int'l Human Rights Law Group	TFD	Training for Development Activity
IMCI	Integrated Management of Childhood Illnesses	TFR	Total Fertility Rate
IMR	Infant Mortality Rate	TRM	Tadla Resources Management Activity
IPM	Integrated Pest Management	TTC	Teacher Training Colleges
IPR	Intellectual Property Rights	UECP	Urban and Environmental Credit Program
IR	Intermediate Result	UES	Urban and Environmental Services
IWRM	Integrated Water Resources Management	UNDP	United Nations Development Program
JAIF	Joint Action Incentive Fund	UNFPA	United Nations Fund for Population Activities
JHPIEGO	Johns Hopkins Program for Int'l Education in Gynecology and Obstetrics	UNICEF	United Nations Children's Fund
JHU/CCP	John Hopkins University/Center for Communication Programs	URC	University Research Corporation
JSI	John Snow, Inc.	USNAEP	U.S.-North Africa Economic Partnership
MAP	Morocco Agribusiness Promotion Activity	VITA	Volunteers in Technical Assistance
MEG	Morocco Education for Girls Activity	VSC	Voluntary Surgical Contraception
MFA	Microenterprise Finance Activity	WRS	Water Resources Sustainability Activity
MNE	Ministry of National Education	WTO	World Trade Organization
MOH	Ministry of Health	WUA	Water User Association

PART I : Overview and Factors Affecting Program Performance

Summary of Progress in Achieving Current CSP: In FY 2000, USAID/Morocco successfully completed its transition from the previous strategy and entered its first full year of implementation in three sectors – water, health, and primary education. It also received approval for programs in two sectors – economic growth and democracy – and for one coordinating mechanism – crosscutting themes. All five SO/SpO teams completed and received approval for their Performance Monitoring Plans (PMP). Contractors and implementing partners were selected, and implementation began. Because Souss-Massa Integrated Water Management, SO6; Key Interventions Promote Sustainability of PHN Programs, SpO7; and Improved Basic Education Attainment for Girls in Selected Rural Provinces, SpO8 had a full year of implementation, preliminary results appear. Under Crosscutting Themes (CCT), grantees NEF and CRS have selected target villages, selected local partners, and launched activities. The CCT team has conducted training seminars and led study tours for elected, appointed, and civil service officials, addressing regional and local administration and governance topics.

Most Significant Program Achievements: The Economic Growth Strategic Objective (SO5) Team has put in place the mechanisms necessary for full implementation of SO5 by building on the successful activities initiated under the previous strategy. In the microfinance sector, for example, the extraordinary success achieved by USAID-sponsored microfinance NGO (Al Amana) has enticed the government and other donors to commit substantial new funds of which Al Amana captured a significant part. As a result, the Mission was able to reprogram funds initially allocated for Al Amana toward new microfinance projects in the Souss-Massa-Draa region. Other carry-over activities included: the adoption of a national charter for small business development; the creation of a small business monitoring unit; and the completion of the diagnostic phase of the Investor's Roadmap. With the inclusion of these results, Mission estimates that more than 95% of the previous EG policy reform agenda was achieved.

The USAID/Morocco water team (SO2 and SO6) completed the year with significant progress toward integrating water resources management in the Souss-Massa. SO2 came to a successful conclusion achieving all SO-level objectives. Additionally, with USAID help, the GOM implemented policy reforms supportive of regulatory and institutional frameworks necessary for effective water management. USAID's improved water-savings and water-quality-protection technologies have spread formally through demonstrations and training, and informally through farmers associations and networks. Our success in this area has been significant and the SO6 team with the GOM is promoting replication in appropriate regions. The GOM formalized the framework for our improved water management scheme in the Souss-Massa with the passage of the River Basin Agency Decree. And, decentralized decision-making has become reality with the creation of a Regional Committee partnered with USAID to oversee the implementation of the Souss-Massa Integrated Water Management scheme.

USAID's efforts this year strengthened the quality and sustainability of Moroccan reproductive and child health programs. During 2000, SO1 reached completion, surpassing all performance targets. Also in 2000, an impressive set of policy changes occurred increasing the financial viability of the national program. The Ministry of Health now has a fully functioning and nearly sustainable national Family Planning/Maternal Child Health program. Remaining issues are

addressed under SpO7. Start-up of SpO7 this year benefited from a smooth transition from SO1. The high degree of interest and active collaboration in SpO7 activities shown by MOH managers, private sector health professionals and NGOs are strong indications that this program responds to Moroccan priorities for reproductive and child health.

Basic Education, SpO8-supported pilot schools have increased retention of girls in all primary grades. Over the past year, the girls' enrollment ratio for the 6th grade has increased by 4 percentage points from 35% to 39%, exceeding the planned 37% target: an indication that the school environment is becoming more girl-sensitive. The community participation intervention has made remarkable strides over the past year. A strong constituency for girls' education has been established within each school community through a series of activities directed at strengthening the ability of Parent-Teacher Associations to dialogue with school personnel and to manage infrastructure projects for the schools.

This was a year of "storming, norming, and performing" for the Democracy Working Group (DWG). The DWG reached consensus regarding the overall strategy and a lengthy design process was concluded, with agreement by the Ministry of the Interior, for a significant decentralization activity. Contractible scopes of work were discussed and finalized for training in human-rights monitoring, capacity building for civil society organizations, and elections support. The groundwork was laid for full implementation of DG activities in early FY 2001.

Country factors that have most influenced progress: In the year 2000, the social, economic and political environment of USAID's program has turned uncertain. Progress was achieved in certain areas while slow movement affected the pace of reforms. Hit by a second year of drought, Morocco's economy stagnated. GDP increased by only 0.8%, following a 0.7% decrease in 1999; and agricultural exports plummeted, showing 16% decrease in fruit and vegetable exports and a 47% decrease in citrus exports. The adverse weather conditions combined with last year's sharp increase in oil prices (Morocco imports 90% of its energy) to aggravate the commercial deficit (exports covered only 63% of imports, as compared to 74% in 1997). The drought also had a major impact on the social and political context, causing accelerated rural-urban migration which in turn boosted the demand for social services in overcrowded urban areas where existing needs are already not met. The already overwhelmed labor sector faced increased demand for jobs with 20% urban unemployment. Despite this factor, labor unions increased the pressure on owners to obtain more advantages for their constituencies. This policy, combined with a loss in competitiveness of Moroccan export industries due to currency appreciation and lack of investment, has led to massive loss of jobs in 2000, notably in the textile sector (between 25,000 and 40,000 permanent jobs).

In this environment, the government was reluctant to implement unpopular, yet much needed, policies related to trade liberalization, public expense reduction and adjustment in the currency's parity. The World Bank and other donors have voiced strong concern about the government's slow pace in implementing other reforms, including the labor law and currency devaluation. Contrary to major donors' advice, the government continues to increase its operating budget, creating more public jobs and using privatization proceeds to finance its recurrent costs rather than to invest in infrastructure. Regarding the investment environment, Morocco is still a long way from becoming a pole for attracting investment. Again, the slow pace in implementing

essential reforms and the lobbying of entrenched interests the main cause. Yet, the implementation of the EU free trade agreement and globalization pressure Moroccan enterprises to be competitive, or fail.

The Souss-Massa-Draa region is the most vulnerable region to drought. Surface water reservoirs are now at only 16% of their capacity, which puts serious constraints on water use in all sectors. The acceleration of water resources depletion calls for rapid, innovative approaches to efficiently manage the demand for water, and confirms the soundness of USAID/Morocco's choice to focus on this region. The increased number of poor also increases the demand for microfinance services and housing micro-credit to shelter new migrants in growing slum areas. The SMD region also needs to find alternatives to its declining agricultural export base. To do so, the private sector should enhance its capacity to compete on international markets. Again, USAID/Morocco's assistance to business associations to help their members improve their production standards, e.g., through more intensive use of information technologies, is on target.

On the positive side, the maturation of civil society provides a positive environment for our democracy and governance activities. The government has demonstrated a willingness to implement effective decentralization, with the creation of river basin agencies and the passage of the local finance law. The Ministry of National Education (MNE) operationalized its reform agenda, which included a plan to decentralize the education system. The centerpiece of MNE's plan is the creation of 16 Regional Education Academies to direct and manage public education from a regional platform.

The U.S. Mission in Morocco also established a solid reputation as a reliable partner, despite a relatively small budget. Contacts at the highest level have led to the creation of the Senior Consultative Working Group (SCG) between State and the Ministry of Foreign Affairs, which will work to intensify bilateral relationships. The responsiveness of USAID's activities to Moroccan priorities translated itself into receptiveness to policy dialogue both within the GOM and the King's advisors. This holds promise for USAID policy-reform agenda in the coming years.

Discussion of US National Interest and Links to MPP: U.S.-foreign-policy objectives in Morocco continue to be three-fold: assuring stability in the region, promoting economic prosperity and supporting the Moroccan government's enthusiasm to increase democracy including promotion of decentralization and human rights. These objectives are reinforced by a dedication to help Morocco implement market reforms, remove local impediments to trade and investment, and promote U.S. exports. Morocco's move towards democracy provides a unique opportunity for not only Morocco, but for the Maghreb region, the Islamic nations and the Western world, to address a myriad of social, political and economic challenges. There is no question among Moroccan leaders and its development partners that American leadership and USAID support will help Morocco to emerge as a more stable, democratic, and prosperous partner in the region. Building on a foundation for renewed partnership and friendship, the U.S. Embassy/ Rabat has targeted five strategic goals of the International Affairs Strategic Plan (IASP): (*Morocco Mission Performance Plan 2000*): open markets, U.S. exports, broad-based economic growth, democracy and regional stability. USAID/Morocco directly supports three goal areas: open markets, broad-based economic development, and democracy.

Part II: Results Report

SO Text for SO: 608-005 - Increased Opportunities for Domestic and Foreign Investment

Country/Organization: USAID/Morocco

Objective ID: 608-005

Objective Name: Increased Opportunities for Domestic and Foreign Investment

Self Assessment: Meeting Expectations

Primary Links to Agency Strategic Framework:

15% 1.1 Critical private markets expanded and strengthened

70% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable

15% 2.4 More transparent and accountable government institutions encouraged

Link to U.S. National Interests: Economic Prosperity

Primary Link to MPP Goals: Economic Development

Secondary Link to MPP Goals (optional): Open Markets

Summary of the SO:

The SO is based upon two intermediate results: Improved legal, administrative, regulatory and policy environment for private sector development (IR5.1); and Strengthened capacity of selected institutions to foster private enterprise (IR5.2). Together, these intermediate results support IASP program goal #1: “Broad-based economic growth and agricultural development encouraged.” Activities currently being implemented or under design correspond to three of the five program approaches described in USAID Objective 1.1 of the IASP Economic Growth Strategic Framework: 1.1.1 Policies, laws and regulations governing markets improved; 1.1.2 Institutions that reinforce and support competitive markets strengthened; and 1.1.5 Training and technology transfer for the private and regulatory sectors including information technologies improved.

In addition, activities currently being implemented or under design correspond to all five program approaches described under USAID Objective 1.3: 1.3.1 Access by microentrepreneurs, particularly women, to financial services from financially viable institutions expanded; 1.3.2 Access to appropriate agricultural and non-agricultural technologies with attention to gender-based constraints increased; 1.3.3 Legal and regulatory environments more supportive of microenterprises, small and medium businesses improved, and access to markets by women and other marginalized groups increased; 1.3.4 Open access to information and availability of information technologies increased; and 1.3.5 Access to training in business practices, applied numeracy and literacy increased.

Under this SO, USAID/Morocco seeks to continue the advancements made under our previous economic growth strategy, SO3, to reduce or eliminate impediments to private sector investment and strengthen the capacity of intermediary institutions to deliver services to small and microenterprises in the Souss-Massa-Draa region of southern Morocco. To achieve these objectives, the Mission will: 1) re-engineer the administrative process by which public land is allocated for private investment; 2) revise the administrative and regulatory framework for business registration and industrial zone investment; 3) improve the legal environment governing commercial transactions at both regional and national levels; 4) enhance the level of operational and financial sustainability of microfinance intermediaries; and 5) deliver quality training, technical assistance and information technology services to improve the productive capacity of enterprises in the target region.

At the end of the strategy period, Moroccan businesses will benefit from fewer administrative and regulatory barriers; more efficient service delivery through both public and private sector institutions; and increased access to financial services for SMEs.

Results reported in this R4 reflect progress against microfinance indicators that have carried-over from SO3 (a detailed report of SO3 is in the supplemental information annex). These results clearly exceeded expectations from the perspective of both volume of loans and accepted measures of sustainability of the USAID-initiated microfinance institution. Other elements of the new EG strategy (2000-2005) were approved by USAID/Washington in March, 2000. Therefore “annual performance data is unavailable” and the remainder of the IR-level indicators included in this submission are necessarily limited to a presentation of baseline data, targets, and an explanation of methodology to be used to measure results for future R4 submissions.

Key Results:

a) Microfinance initiatives. As of January 12, the USAID-initiated microfinance institution (“Al Amana”) has opened 62 branches in 32 cities. USAID's work with Al Amana began under SO3. Since this beginning, Al Amana has provided a cumulative total of more than 108,000 loans, 53% to women. The average loan amount is \$240. Al Amana covers 116% of its costs of operations and 87% of total costs (including an assumed financial cost of capital of 10%). Al Amana’s extraordinary success has incited the government and other donors to commit substantial new funds to the microfinance sector. With these supplemental resources, Al Amana plans an aggressive expansion campaign in FY 2001, diversifying their product lines and helping to ensure that sustainable, community-based microcredit services are available throughout the Kingdom. Because of the remarkable pace of achievement of this activity, USAID/Morocco was able to accelerate a planned transition from an expatriate-led, field-based program of assistance to one in which the local counterparts assumed responsibility for the activity, including direct control over all loan funds – one year ahead of schedule. The Mission was also able to reprogram funds initially allocated for Al Amana to finance new grant agreements with microfinance institutions focussing on peri-urban and rural borrowers in the Souss-Massa-Draa region (see “new initiatives” below).

b) Other “carry-over” activity results. Key results from FY 2000 that were targeted in past R4 submissions include: the adoption of a national charter for SME development; the creation of a small business monitoring unit; and completion of the diagnostic phase of the Investor’s

Roadmap exercise. With the inclusion of these results, the SO team estimates that the Mission has completed more than 95% of the actions targeted in the (SO3) policy matrix.

c) New initiatives. The SO team negotiated two overarching SO Agreements with key ministerial counterparts. These agreements were then transformed into detailed activity action plans that were approved at both regional and national levels and codified in bilateral Memoranda of Understanding. Grant Agreements were developed, negotiated and signed with two new microfinance intermediaries and contracts were awarded to two U.S. consulting firms to facilitate activity implementation.

In addition to the above key results, the Mission used supplemental resources allocated in the context of the U.S.-North African Economic Partnership to begin a program of training and technical assistance for the GOM telecommunications regulatory agency; to revise a newly-enacted competition law; and to conduct a watershed study on the potential for trade distortions arising from the Moroccan-E.U. free trade agreement. ESF funds were used to begin the process re-engineering phase of the Investor's Roadmap exercise. This activity was discussed and endorsed by key advisors to King Mohammed VI and Ministers in the Youssoufi government.

A number of activities in the Economic Growth portfolio are synergistic with the Mission's Crosscutting Themes (CCT) team emphasis on decentralization and participative local governance. EG activities in decentralized administrative reform and process re-engineering in the Souss-Massa-Draa region have been enhanced by the groundbreaking analytical work financed and managed by the CCT team.

Performance and Prospects:

Approval of this SO did not occur until March 2000. Thus, it was the momentum of SO3 that carried forward the results in our economic growth strategy in 2000. Moreover, SO3 achieved more than 95% of its policy reform agenda, a success that allowed SO5 to "hit the ground running" as soon as it was approved. The Economic Growth SO Team has put in place the mechanisms necessary to implement the recently approved strategy. However, two areas of concern have surfaced that, if not addressed, could significantly impact the Team's ability to meet performance targets. These are:

a) Potential saturation of the microcredit sector. Recent infusions of loan capital from public and private sources may exceed the absorptive capacity of microfinance institutions and lead to a situation in which inexperienced or ill-advised institutions are pressured to increase the volume of credit, at the expense of loan quality and due diligence. This could result in a rapid increase in the loan default rates – even for well-managed microfinance institutions – as inappropriate lending practices subvert the market. USAID is leading an effort to strengthen the oversight capacity of specialized units within the Ministry of Economy and Finance and the Central Bank to help ensure that lending and microfinance operational standards are maintained.

b) Inadequate responsiveness from key counterparts within the GOM, Ministry of Justice (MOJ). The MOJ is a key institutional counterpart for activities underlying both IRs. Yet, in spite of repeated efforts to accelerate the pace of implementation for those activities, the Ministry has been exceedingly slow and unresponsive. Internal conflicts among key counterparts within the

Ministry have also impeded the SO Team's ability to procure appropriate information technology – a critical element of the I.R. 5.2 activity workplan. The Mission Director and SO Team Leader have recently met with the senior leadership of the Ministry in an effort to resolve these concerns.

Assuming resolution of these two issues, and budgetary resources at the levels approved in the CSP, the SO Team is confident that all performance targets will be met.

Possible Adjustments to Plans:

New activities currently under design include: a microfinance for housing facility, a “one-stop” business registration center, and a small business development agency. A feasibility analysis is underway for each of these new activities and plans may be adjusted as the analyses are concluded. The Mission is also carefully watching the GOM's progress of administrative reform and process re-engineering as their pace may effect our Investor's Roadmap activities.

Other Donor Programs:

The World Bank and the European Union are funding complementary programs of assistance to the GOM, Ministry of Justice, particularly the application of information technology and the strengthening of the capacity of commercial court judges and para-judicial staff. The SO Team is working closely with representatives of these donors to resolve the MoJ responsiveness issue, cited above. The Canadian assistance program (CIDA) is developing a training needs assessment for industries in the Souss-Massa-Draa region and working in parallel with USAID to support the fish products industry association. Many other donors are supporting microcredit activities, although USAID and its intermediaries remain the unquestioned leaders in the sector, accounting for more than 60% of microloans issued to date.

Major Contractors and Grantees:

The Services Group, Chemonics, VITA, Zakoura Foundation, INMAA.

Performance Data Table
Fiscal Year: 2003

Objective Name: Increased opportunities for domestic and foreign investment
Objective ID: 608-005
Approved: 2000-3-10 Country/Organization: USAID Morocco
Result Name: SO Increased opportunities for domestic and foreign Investment
Indicator: Cumulative number of micro loans by USAID-assisted micro-finance intermediaries
Disaggregated By: Gender

Unit of Measure: Cumulative number of micro-loans.

Year	Planned	Actual
2000	N/A	84,300
2001	150,000	N/A
2002	250,000	N/A
2003	360,000	N/A
2004	450,000	N/A
2005	600,000	N/A

Source:
Implementing partner records.
Fondation Zakoura; INMAA; Al Amana

Indicator/Description:
Total number of micro-loans made with USAID assistance by INMAA, Zakoura, Al Amana/VITA and housing MFI (TBD) since inception of USAID assistance; loans counted are targeting from year 2001 housing, rural credit, peri-urban credit, and urban credit. The actual number shown in 2000 represents Al Amana's cumulative number of micro loans in the urban area.

Comments:
Given demographic conditions in Morocco, the SO Team does not define "peri-urban" as merely distance from an urban area. Rather, "peri-urban" is defined as a site with a certain level of service provision. Peri-urban areas may include rural market centers or other locales situated on/near a main road, with basic utility services and a small level of active commercial activity.

To date, 53% of all USAID-assisted microloans have been delivered to women borrowers.

Note: This indicator is being reported to comply with R4 Guidance recommendation to include at least one SO-level performance indicator in FY2003 reporting. Therefore, it should not be counted against the normal four-indicator-per-SO limit.

Performance Data Table
Fiscal Year: 2003

Objective Name: Increased opportunities for domestic and foreign investment

Objective ID: 608-005

Approved: 2000-3-10

Country/Organization: USAID Morocco

Result Name: 5.1 Improved legal, administrative, regulatory and policy environment for private sector development

Indicator: Progress in reengineering selected administrative processes.

Disaggregated By: Process (land acquisition and registration process; site development process).

Unit of Measure: Percentage

Year	Planned	Actual
2000	0	0
2001	60%	N/A
2002	100%	N/A
2003	N/A	N/A
2004	N/A	N/A
2005	N/A	N/A

Source:

Institutional contractor/TSG

Indicator/Description:

The selected administrative processes are the land acquisition and registration process and the site development process in a target region in Southern Morocco. Each process passes through three distinct and consecutive phases. Progress toward completing all three phases is scored on a 100-point scale. The three phases are: (a) convene technical group (maximum 20 points); (b) develop action plan (maximum 20 points); and (c) implement process changes (maximum 60 points). Partial scores can be allocated to a given step depending on how much progress has been made towards completing that stage. The details of what constitutes each phase have been clearly defined.

Comments:

Baseline is zero because the process reengineering effort is not yet underway. However, the 2001/2 targets are derived from step-by-step plans to reengineer the land allocation processes that have been developed on a draft basis and presented to the regional steering committee for review/approval.

Performance Data Table
Fiscal Year: FY2003

Objective Name: Increased opportunities for domestic and foreign investment

Objective ID: 608-005

Approved: 2000-3-10

Country/Organization: USAID Morocco

Result Name: IR 5.2 Strengthened capacity of selected institutions to foster private enterprise

Indicator: Level of institutional capacity of Agadir Commercial Court

Disaggregated By:

Unit of Measure: Ranking along a scale of 1 to 5, measuring capacity

Year	Planned	Actual
2000	0	0
2001	1	NA
2002	3	NA
2003	4	NA
2004	NA	NA
2005	NA	NA

Source:

Independent expert assessment.

Indicator/Description:

Institutional capacity is defined along 4 dimensions: (a) case management; (b) knowledge of judges; (c) financial management; and (d) administrative/operational system. Level of capacity is measured by ranking each dimension along a scale from 1 (low capacity) to 5 (high capacity).

Comments:

Baseline capacity was determined at the start of the activity. Initial baseline levels are set at zero because the management of commercial files is entirely manual; the judges receive no continuing professional education and financial administrative and operating systems do not incorporate information technology applications. Planned levels of judges' knowledge/skills derive from training needs assessments, and improvement in judges' knowledge will be measured through post-training evaluations.

Performance Data Table
Fiscal Year: 2003

Objective Name: Increased opportunities for domestic and foreign investment

Objective ID: 608-005

Approved: 2000-03-10

Country/Organization: USAID Morocco

Result Name: 5.2 Strengthened capacity of selected institutions to foster private enterprise

Indicator: Level of operational and financial sustainability of USAID-assisted micro-finance intermediaries

Disaggregated By:

Unit of Measure: Percentage of cost recovery and percentage of portfolio at risk (PAR)

Year	Planned	Actual
2000	55%	77%
2001	85%	N/A
2002	90%	N/A
2003	95%	N/A
2004	100%	N/A
2005	105%	N/A

Source:

Implementing partner records. (Association Al Amana; Foundation Zakoura; Association INMAA)

Indicator/Description:

The percentages shown in the table represent the financial sustainability of the associations mentioned above. Note that the baseline data for Zakoura and INMAA will start from 2001.

Comments:

Because capital requirements for MFIs are subsidized (through donors or through the provision of funds below market rates), associations calculate the "virtual" cost of capital. "Virtual" cost of capital is defined as the interest rate payment that the MFI would pay if it had to obtain funds on the open market from commercial banks.

"Virtual" operating expenses also include subsidies that the MFI receives from donors, i.e., those donor contributions such as staff, office space, and other services that are not captured in traditional operating expense data. Al Amana is estimating the virtual cost of capital at 10%, which is higher than the market rate. Had Al Amana not included the virtual costs, the association would have reached financial sustainability.

Operational sustainability for Al Amana (total revenues minus total expenses) currently exceeds 100%.

Performance Data Table
Fiscal Year: 2003

Objective Name: Increased opportunities for domestic and foreign investment
 Objective ID: 608-005
 Approved: 2000-03-10 Country/Organization: USAID Morocco
 Result Name: 5.2 Strengthened capacity of selected institutions to foster private enterprise
 Indicator: Percentage increase in revenues of targeted associations from services to members
 Disaggregated By: Association (FIPROMER; APEFEL; GRIT)

Unit of Measure: Percentage increase in revenues received (Moroccan Dirhams)

Year	Planned	Actual
2000	N/A	N/A
2001	+15%	N/A
2002	+ 30%	N/A
2003	N/A	N/A
2004	N/A	N/A
2005	N/A	N/A

Source:
 Internal records of APEFEL, FIPROMER and GRIT

Indicator/Description:
 Revenues from services to members refer to revenue from special services (e.g., training and workshops, publications, internet based services, etc) offered to the association's entire membership or segments of its membership and for which a fee is levied. General membership fees cannot be counted. Targeted associations are FIPROMER, APEFEL and GRIT. Members can be individuals, organizations or associations that are members of the targeted association OR individuals or organizations of member associations of GRIT, FIPROMER or APEFEL.

Comments:
 Baseline data was collected from each association. Aggregate targets were developed, in collaboration with association leaders. The percentage figures represent net cumulative increase in revenues received by the associations from their members. Targets incorporate anticipated impacts of services to members to be delivered during implementation of approved activity workplans.

SO Text for SO: 608-002 - Improved Water Resources Management in the Agricultural, Urban and Industrial Sectors

Country/Organization: USAID Morocco

Objective ID: 608-002

Objective Name: Improved water resources management in the agricultural, urban and industrial sectors

Self Assessment: Meeting Expectations

Primary Links to Agency Strategic Framework:

30% 5.3 Sustainable urbanization including pollution management promoted

70% 5.5 Sustainable management of natural resources increased

Link to U.S. National Interests: Global Issues: Environment, Population, Health

Primary Link to MPP Goals: Environment

Secondary Link to MPP Goals: Global Growth and Stability

Summary of the SO:

One of the major development challenges facing Morocco is management of its water resources on a sustainable basis. Two-thirds of its agricultural exports are produced by irrigated agriculture, which uses 90% of the nation's freshwater. Planned expansion of Morocco's network of dams can increase the supply of water by one-fourth, but projected doubling of the population over the next 30 years will result in massive decreases in per capita availability. Underlying this situation are issues of health, equity, and social welfare. Inadequate supply of potable water is a major household burden and cause of disease that limits productivity and educational opportunities primarily for girls. To prevent a water crisis in Morocco, fundamental changes in water use and management are essential.

Key Results:

The Water Resources Sustainability (WRS) and Urban Environmental Services (UES) projects continued to achieve targets under all three IRs. At the SO-level, all objectives were achieved. Policy reform in terms of regulatory and institutional framework has been widely accepted on local levels and in the National Water Law. Improved technologies have spread formally through demonstrations and training, and informally through farmers associations and networks. Public awareness and participation in environmental issues continues to increase as recognition for community-based activities is publicized. And, the role of public-private partnerships and of local governments working with GOM technical agencies were strengthened.

Under IR2.1.1 - Progress Toward Key Reforms, the target of 75% of reform initiatives completed was exceeded by one percentage point. To decentralize water management authority, the Commune of Al Attaouia developed a wastewater treatment system involving a water users association, the National Shelter Upgrading Agency (ANHI), and the Municipal Development Bank (FEC). Each partner was responsible for a portion of the results. Use of environmental impact assessments prior to urban infrastructure investment, another policy objective, has been institutionalized by ANHI and FEC. Partnerships have become one of the leading mechanisms for infrastructure development. As an example, the municipality of Meknes moved ahead with a private concession for solid waste collection.

To achieve the policy objective of full sustainability, ANHI agreed to enter into a number of partnerships with municipalities and the private sector for land and infrastructure development, and the FEC continues to successfully raise private sector finance for infrastructure projects. To date, approximately \$3 million has been raised. FEC became a public limited company that opened the possibility for it to finance entities other than local governments. ANHI has successfully negotiated a decrease in the on-lending rate with the MOF, thereby increasing its financial viability in the future.

Progressive pricing policies advanced in 2000 when the Commune of Drarga agreed to raise sewage tariffs and connection fees for new users, thus enabling the Commune to implement a pricing policy consistent with full cost recovery.

Under IR2.3.1 - Number of Environmental Activities Implemented with NGO Partners, SO2 exceeded its FY2000 target by completing five new activities under UES, and 21 new activities under WRS, bringing the total number of cumulative activities to 69 – more than double the target number. We started new UES activities in Séfrou, El Jadida and Ouled Teima. In Sidi Yahia du Gharb, a best practice model was developed for making NGOs full partners in the development process. WRS activities included 11 workshops and 9 demonstration trials in the Nakhla watershed with farmer participation.

At the SO level - Number of Municipalities with Improved Wastewater Treatment, Solid Waste collection, Landfill Management, Green Spaces, and Recycling Services, local governments improved their delivery of urban services and municipal infrastructure. Five new concessions were negotiated in the municipalities of Fes, Rabat, Oujda, Meknès and Casablanca for garbage collection and landfill management. Concessions for potable water distribution, sewage and electricity were granted in Greater Rabat and Tangiers. Elected officials and municipal technicians from over 100 municipalities received *Local Government Best Practices Manuals*, accompanied by hands-on technical assistance, tools which improved their understanding of their roles and capacities to manage more efficiently and effectively.

The Commune of Drarga improved its wastewater treatment with the opening of a wastewater treatment plant. WRS achieved the water pollution targets for biological oxygen demand (BOD) and fecal coliforms (IR2.1). A small quantity of the plant's treated water was used to irrigate plants and grasses inside the plant (IR2.2). Next year, the plant will provide treated water to irrigate 18 hectares operated by a water users association consisting of 23 farmers.

WRS continued implementing soil erosion control activities in the Nakhla watershed (IR2.3). Overall, over 80,000 olive trees have been planted; catch basins have been installed around 60% of the trees; 1.5 kilometers of ravines have been stabilized with check dams and gabions; and acacia trees have been planted along the banks of the ravines. These actions have significantly contributed to reducing soil loss in the watershed to 53 tons/ha/year, exceeding the target of 58 tons/ha/year.

The only SO2 indicator which did not meet our expectations was IR2.2.2 – Percent of Tanners Adopting Chromium Recycling Technologies. This is because the Fes chromium recycling plant was not in full operation. However, the tanners improved their separation systems within their tanneries by building catch basins under the tanks containing chromium. In addition, three tanneries in the Ain Nokbi industrial area of Fes were equipped with technologies to reduce chromium concentrations in the effluents by 50%. This demonstration was co-financed by the *Agence Française de Développement* and WRS. (The WRS Fes chromium recycling plant became fully operational in March 2001, thus fulfilling this target.)

Performance and Prospects:

SO2 will be terminated in April 2001. Per ADS 203.3.7, an SO2 Closeout report is included as an annex to this R4. For a complete description of target achievement for all SO2 indicators over the life-of-SO, please refer to the SO2 Closeout report. A limited number of on-going SO2 activities, which contribute to integrated water resources management in the Souss-Massa (SO6), will continue under SO6. Activities from SO2 to be included in SO6 are considered necessary to achieve continuing results. They include soil erosion reduction, replicating municipal and industrial water pollution through improved wastewater treatment and recycling technologies, public-private partnerships, and environmental activities with NGOs. These activities will be implemented under the existing WRS project up to its PACD in December 2002, and through a new Task Order to be awarded in September 2001. Any new obligations to these activities will be made under SO6, results achievement will be reported under SO6, and the SO6 team will manage them.

Possible Adjustments to Plans:

None, this is the last year of R4 reporting on SO2.

Other Donor Programs:

Local governments and NGO partners participate financially and provide in-kind support to various interventions. The World Bank is supporting the creation of a RBA in another major watershed in Morocco. European nations, especially France, Belgium and Germany, continue to fund community-based water use and management activities.

Major Contractors and Grantees:

The primary U.S. firms involved in SO2 in FY2000 were Environmental Alternatives Unlimited for the WRS project, and Technical Support Services for the UES project. Numerous U.S. and Moroccan companies, universities, and NGOs provided short-term assistance or work as subcontractors.

Performance Data Table
Fiscal Year: FY2003

Objective Name: Improved water resources management in the agricultural, urban and industrial sectors

Objective ID: 608-002

Approved: 1995-04

Country/Organization: USAID Morocco

Result Name: SO2 Improved water resources management in the agricultural, urban and industrial sectors

Indicator: Volume of soil erosion in target areas

Disaggregated By:

Unit of Measure: Metric tons of soil loss per hectare per year

Year	Planned	Actual
1998	64	64
1999	61	57
2000	58	53
2001	55	
2002	48	

Source:

WRS feasibility study, measurements from soil erosion plots, meteorological data

Indicator/Description:

See comments

Comments:

Target area is the WRS demonstration site in the Nakhla watershed in the Rif Mountains of northern Morocco, an area with one of the highest erosion rates in the country.

Erosion reduces the availability and concentration of plant nutrients and alters soil structure in ways that affect water availability and root growth. In addition, eroded uplands cannot absorb water to replenish aquifers, and at the same time increases the sedimentation of dams and reduces their storage capacity for water. Therefore, reducing soil erosion will have multiple water resource management benefits.

Data comes from the Nakhla feasibility study and the detailed work done by short-term specialists to estimate soil erosion in the target area.

Verification includes:

- Daily monitoring of sediments in 14 soil erosion measurement plots by students in the watershed during the rainy season (November to April);
- Use of meteorological data from the Jbel Timzouak station;
- Extrapolation and projection of soil loss reduction from actions implemented in the watershed based on similar actions elsewhere;
- Calculation of the universal soil loss equation in target areas of the Nakhla watershed.

Performance Data Table
Fiscal Year: FY2003

Objective Name: Improved water resources management in the agricultural, urban and industrial sectors

Objective ID: 608-002

Approved: 1995-04

Country/Organization: USAID Morocco

Result Name: IR 2.1 Improved policy, regulatory, and institutional framework

Indicator: IR 2.1.1 Progress towards adoption of 11 key reforms

Disaggregated By:

Unit of Measure: Percentage completion of 11 policy reforms

Year	Planned	Actual
1995	12	12
1996	23	23
1997	35	37
1998	47	54
1999	60	65
2000	75	76

Source:

USAID project reports (WRS, TRM, UES)

Indicator/Description:

Numbers in the columns indicate the average percentages of all planned and actual targets for each reform initiative for FYs 95-2000. The reform process is comprised of five phases (with percentage weights shown): problem identification and analysis (10%), reform proposition and development (10%), public debate, validation, and promotion (20%), adoption (20%), and implementation and enforcement (40%).

Comments:

SO2's policy agenda supports the principle of Integrated Water Resources Management (IWRM) - to reconcile competing claims on limited supplies by efficiently managing the resource for human and environmental use, given the high natural variability of the weather and climate in Morocco. Progress is tracked in 11 key policy areas divided into four broad categories: Water Demand Management; Water Supply Enhancement; Water Quality Improvement; and Institutional Strengthening. The specific policy areas, and year 2000 anticipated and actual (in parenthesis) achievements are summarized below.

1. Progressive Pricing Policies: to bring demand into balance with supply by establishing the price of water supplied to the user at a value which reflects actual costs (65/70).
2. Decentralized Water Management Authority: to implement policies for the devolution of water management authority to local and regional control (70/80).
3. Use of Environmental Impact Assessments: to conduct environmental assessments by the national housing agency prior to urban infrastructure investment rather than after-the-fact (90/100).
4. Private Sector Involvement in Urban Infrastructure Service Delivery: to increase the volume and efficiency of investments in infrastructure, and to open urban water services to competition and private capital (100/100).
5. Industrial Effluent Norms and Standards: to encourage and enforce industrial and municipal polluters of water to practice environmentally safe disposal practices (55/60).
6. Implementation of the Polluter-Pays Principle: to fine polluting industries at a significant enough level to provide incentives for investments in pollution prevention and clean-up (55/40).
7. The Ministry of Environment as a Coordinating Ministry: to enhance the credibility and stature of the MOE to coordinate with local, regional, and national agencies (70/70).
8. Sustainability of the National Shelter Upgrading Agency (ANHI): to restructure ANHI's organization and finances to improve shelter conditions and to increase the capability of municipalities to provide shelter-related infrastructure and environmental services (100/100).
9. Sustainability of the Municipal Development Bank (FEC): to adapt the FEC to its new role as a bank rather than a public parastatal, and to monitor environmental norms and procedures for urban construction services (100/100).
10. Empowerment of Water Users Associations: to transfer the operation and maintenance of irrigation infrastructure to the private users (70/60).
11. Enhance the Efficiency of Irrigation Authorities: to decentralize the management of irrigation perimeters to regional authorities (70/60).

SO2 discontinued tracking #s 10 and 11 in 1999 due to the completion of the Tadla Resources Management (TRM) Project. The same achievements from 1999 were carried forward to 2000.

Performance Data Table
Fiscal Year: FY2003

Objective Name: Improved water resources management in the agricultural, urban and industrial sectors
Objective ID: 608-002
Approved: 1995-04 Country/Organization: USAID Morocco
Result Name: IR 2.3 Increased public participation for environmental action
Indicator: IR 2.3.1 Number of environment activities implemented with non-governmental partners
Disaggregated By:

Unit of Measure: Number of Activities

Year	Planned	Actual
1995	0	0
1996	5	6
1997	10	14
1998	15	30
1999	20	42
2000	25	69

Source:
TRM, WRS, and UES project reports and site visits

Indicator/Description:
See comments, Indicator Data Quality: Good

Comments:
This indicator measures civil society/NGO participation and buy-in into locally-based water resources management decision-making, mechanisms and activities. Environmental activities range from soil erosion control, potable water distribution and sewage collection, irrigation efficiency to industrial waste management. Although public-private partnerships are often sought, this indicator measures the number of environmental activities that were lead by the NGO sector.

Performance Data Table
Fiscal Year: FY2003

Objective Name: Improved water resources management in the agricultural, urban and industrial sectors
 Objective ID: 608-002
 Approved: 1995-04 Country/Organization: USAID Morocco
 Result Name: SO2 Improved water resources management in the agricultural, urban and industrial sectors
 Indicator: Number of municipalities with improved wastewater treatment, garbage collection, landfill management, green spaces and recycling services
 Disaggregated By:

Unit of Measure: Number (cumulative)

Year	Planned	Actual
1994 (B)	2	2
1995	2	2
1996	4	5
1997	7	14
1998	22	24
1999	30	33
2000	35	38

Source:

Urban Environmental Services (UES), Urban Environmental Credit (HG 004) and Contractor (TSS) reports. Water Resources Sustainability (WRS) and Environmental Alternatives Unlimited (EAU) contractor reports. Also evaluation and monitoring site visits

Indicator/Description:

We are focusing on municipalities with improved environmental services that benefit directly from the UES Activity, the Urban Environmental Credit Program (UECP) (formerly Housing Guaranty), and the WRS pilot activity in Drarga. Examples of how environmental services contribute to improved water resources management include: green spaces located in natural drainage channels will decrease flooding risk and enhance rainfall infiltration; landfills will be controlled and pollution of groundwater by liquid contaminant prevented, and treated waste water used for irrigation. Indicator Data Quality: Very high

Comments:

Each municipality is counted only once, even though several environmental service improvements may take place within the same municipality. Only those activities that have produced results in improving environmental services are counted. FEC-funded projects that improve environmental services are also included. These are loans made to municipalities that are part of the UECP pipeline in the project implementation plan. The project paper envisioned that FEC would work in ten municipalities, using \$20 million of the UECP resource. These municipalities, in most cases, also benefit from TA under the UES project. With the establishment of the first project implementation plan of the FEC/UECP component (January 1996), the average cost of projects financed under the program was less than expected, and therefore the number of municipalities to be served increased. The targets for 1998 and 1999 were revised upward in 1997.

SO Text for SO: 608-006 - Improved Water Resources Management in the Souss-Massa

Country/Organization: USAID Morocco

Objective ID: 608-006

Objective Name: Improved Water Resources Management in the Souss-Massa

Self Assessment: Meeting Expectations

Primary Links to Agency Strategic Framework:

15% 5.3 Sustainable urbanization including pollution management promoted

85% 5.5 Sustainable management of natural resources increased

Link to U.S. National Interests: Global Issues: Environment, Population, Health

Primary Link to MPP Goals: Environment

Secondary Link to MPP Goals: Economic Development

Summary of the SO:

SO6 supports the GOM's effort to decentralize management of water resources from the national level to regional authorities. The impetus behind this change is an impending water shortage that is predicted to impact virtually the entire country should current water practices and policies go unchanged. Also key to this change is the 1995 law decentralizing financial and planning authority for water resources to River Basin Agencies (RBA). Each RBA is to be directed by a council representing local government agencies, private-sector agricultural and industrial interests, and NGOs. SO6 is designed to take advantage of this unique opportunity to simultaneously support decentralization, economic development, and improved environmental quality and sustainability by assisting in the establishment of the RBA for the Souss-Massa Basin.

USAID selected the Souss-Massa as a model to promote an integrated approach to water resources management (IWRM) because this region is one of the economic engines of the country. Also, the region is a microcosm for water issues in Morocco: scarcity, pollution, and competing demands between agricultural and urban uses. If the Souss-Massa could solve its water shortage and avert a crisis, lessons can be shared with the entire country.

IR 6.1 - Institutions and policies for water resources management improved, aims to move the public sector toward IWRM by assisting in the development of new mechanisms for better coordination and stakeholder participation, and to establish new policies on key water issues. The results will be a river basin agency for the Souss-Massa, inter-agency technical working

groups, and policy advancements. IR 6.2 - Best practices in water resources management developed and disseminated, calls for the adoption of better technologies, management practices, and decision-making approaches leading to water conservation and improved water quality. IR 6.3 - Non-governmental participation in water resources management increased will help non-governmental organizations increase their capacity to participate in decision-making on water management. In addition, a public awareness and outreach program will help disseminate information on IWRM to the general public.

Key Results:

Significant progress was made toward building the institutional capacity for IWRM; developing sustainable practices in IWRM; creating a participatory culture and environment for water management; and achieving decentralized decision-making.

In April 2000, a workshop was held in Agadir to launch the Souss-Massa Integrated Water Management (SIWM) project. The 80 participants from national and regional institutions and organizations identified issues in IWRM, and developed seven priority actions to be implemented and coordinated through the SIWM Project. Following the workshop, both National and Regional SIWM Committees were created, consisting of public and private sector agencies. The Regional Committee includes representatives from 12 government agencies and water user associations. At least seven agencies regularly participate in integrated water management exercises through the SIWM Project. Partners are now working collaboratively and consult more frequently among themselves than before the Project.

The SIWM Regional Committee has facilitated communication among the various water agencies, thus advancing the objective of inter-agency integration. The roles and responsibilities of the National Committee vis-à-vis the Regional committees have been defined and implemented. The National Committee gave the region full authority to approve the SIWM workplan, thus contributing to decentralized decision-making. Two inter-agency technical working groups (IATWGs) have been created, with four more identified. The IATWGs will manage six pilot projects which reflect the priorities of the Regional Committee.

Creation of the Souss-Massa was achieved ahead of schedule. The RBA was approved during the Ministerial cabinet meeting held in October, chaired by the King Mohamed V, indicating the government's commitment to integrated water management. Senior national and regional officers now are initiating the processes to make the RBA functional, including the naming of a Director and Board of Directors, the identification of required personnel, an evaluation of training needs, the selection of appropriate management and accounting systems, and the drafting of operating policies, procedures and by-laws.

Several other key policy areas have been advanced with USAID assistance. Targets were achieved ahead of schedule for establishing procedures for reducing and/or reallocating water, building technical capacity to allocate and monitor water quantity and quality, the establishment of mechanisms for communication between sectors and agencies, and the collaboration and sharing of information for decision making.

On-going activities under SO2 have also contributed to SO6's inter-agency collaboration. The Water Resources Sustainability (WRS) project, now an integral part of SO6, created a technical oversight committee for the Drarga Commune's wastewater treatment plant. It includes representatives from the same agencies on the RBA. Also in 2000, WRS assisted the Ministry of Environment to prepare a background document for norms and standards for the use of treated wastewater. The formulation and enforcement of a related decree will be one of the responsibilities of the Souss-Massa RBA. To help advance public awareness of IWRM within the Souss-Massa, WRS arranged for newspaper articles, an informational bulletin from the Ministry of Agriculture, and a news report on national radio and television related to the Drarga wastewater treatment plant.

CCT is contributing to SO6 through village-based water activities implemented by Catholic Relief Services (CRS). The needs of rural households for water quality will be communicated to the RBA through village committees organized by CRS, who will be represented on the RBA by NGOs. CRS is also improving gender awareness on the SIWM team through joint training exercises and participation in activities involving water users associations.

Performance and Prospects:

Although FY2000 is the first year of reporting under SO6, significant progress toward SO-level achievement has already been made. Among the planned accomplishments for 2001 are staffing the RBA, and the completion of at least one pilot project on improved information and data exchange among participating agencies. Also planned for next year are strengthened participation of NGOs in planning and decision-making, and at least two best practices disseminated to stakeholders. SO6 will also help initiate the full transfer of SIWM oversight from the National Committee to the Regional Committee. However, challenges to strengthen and sustain this momentum are great. Decentralization is still a new and untested concept in Moroccan administrations, and inter-agency collaboration in the water sector is fragile from long-standing differences between the major water users and the water suppliers, and the lack of a strong Ministry of Environment. Getting the RBA up and running as an impartial and transparent coordinating and decision-making agency is key to SO6 success.

In terms of funding, FY2001 obligations will enable SO6 to implement planned interventions through September 2002. However, SO6 received less funding than was requested in both FYs 00 and 01. SO6 will be especially vulnerable in out years and target achievement will be at risk if obligations of at least \$3 million per year over the next 2 years are not made.

Possible Adjustments to Plans:

Since SO6 was approved, USAID has gained a greater understanding of the water issues confronting the Souss-Massa. USAID and SIWM have revisited the preliminary performance monitoring plan and, where necessary, made appropriate adjustments and refinements. Changes to the original PMP included the elimination of certain biophysical indicators which were outside the manageable interest of the SO, and were not direct measures of the creation of new institutions, improved inter-institutional coordination, increased stakeholder participation, and dissemination of best practices. Biophysical indicators, however, will be added for individual pilot projects in discrete locations and where USAID has the possibility of achieving a meaningful biophysical improvement in a limited area.

Other Donor Programs:

Five other donors are active in the water sector in the Souss-Massa. Italy is helping the Regional Hydraulic Department to increase ground water resources through recharge dams and infiltration technologies. France is working with the regional water utility to study wastewater treatment for greater Agadir. Japan and Belgium are collaborating with the potable water supplier to finance equipment and materials for potable water and sewerage systems within small and medium towns. The World Bank is helping the Ministry of Equipment to prepare a National Water Plan. The common element to all of these programs is the involvement of the same Moroccan partners.

Major Contractors and Grantees:

An IQC Task Order was awarded to Development Alternatives, Inc. in May 2000 to implement the SIWM activity. Other U.S. and Moroccan companies, universities, and NGOs will provide short-term assistance or work as subcontractors. Environmental Alternatives Unlimited will continue to implement the WRS project under SO6 management.

Performance Data Table
Fiscal Year: 2003

Objective Name: Improved Water Resources Management in the Souss-Massa River Basin

Objective ID: 608-006

Approved: 1999-05-21

Country/Organization: USAID Morocco

Result Name: SO6 Improved Water Resources Management in the Souss-Massa River Basin

Indicator: Number of critical enabling conditions achieved to improve water resources management in the Souss-Massa River Basin

Disaggregated By:

Unit of Measure:

Year	Planned	Actual
1999	Baseline	0
2000	0	0
2001	b	
2002	a, b, c	
2003	a, b, c	
2004	a, b, c, d, e, f	

Source:

Indicator/Description:

This indicator measures achievement of the most important enabling conditions required to improve water resources management in the Souss-Massa. The baseline starts from zero as there are no mechanisms to date for encouraging stakeholder participation, institutional coordination, or information sharing.

Comments:

The following six enabling conditions are targeted by SO6 and are believed to be in USAID's manageable interests:

- a) Water resource databases and information are shared and used between at least three government agencies for decision making on water allocation.
- b) At least three government agencies (DRH, ORMVA, another public agency) participate actively to improve coordination for water policy planning and implementation through the Regional Committee, River Basin Agency (RBA), and Inter Agency Technical Working Groups (IATWG).
- c) At least three NGOs or associations participate actively from the rural (2 NGO federations) and urban (1 NGO) sectors in water policy planning and implementation through the Regional Committee, RBA, and IATWG.
- d) The RBA adopts policies and prepares implementation plans to address at least two critical water issues.
- e) Five best practices in water resources management identified and disseminated in target areas.
- f) Regional water master plan for the Souss-Massa updated through a participatory and transparent process.

Performance Data Table
Fiscal Year: 2003

Objective Name: Improved Water Resources Management in the Souss-Massa
Objective ID: 608-006
Approved: 1999-05-21 Country/Organization: USAID Morocco
Result Name: IR 6.1 Institutions and policies for water resources management improved
Indicator: Progress towards adoption of key policy reforms
Disaggregated By:

Unit of Measure: Percentage completion of policy reforms

Year	Planned	Actual
1999	0	0
2000	5	12
2001	26	
2002	47	
2003	67	
2004	72	

Source:
USAID Morocco reports (WRS, SIWM)

Indicator/Description:

Numbers in the columns indicate the average percentages of all planned and actual targets for each reform initiative for FYs 2000 to 2004. The reform process is comprised of five phases (with percentage weights shown): problem identification and analysis (10%), reform proposition and development (10%), public debate, validation, and promotion (20%), adoption (20%), and implementation and enforcement (40%).

Comments:

SO6's policy agenda supports the goal of integrated water management in the Souss-Massa - to reconcile competing demands on scarce water supplies, to establish a participatory and transparent decision making process involving all stakeholders in the water sector, to build the institutional capacity for integrated water management, and to help decentralize decision-making to the regional level.

Progress is being tracked in 8 key policy areas, divided into two broad categories: Water Demand Management; and Institutional Strengthening. The specific policy areas, and year 2000 anticipated and actual (in bold) achievements are summarized below.

1. Procedures for Reducing and/or Reallocating Water Established: to assure equitable distribution and use of available water supplies, and to make sure stakeholders are involved in allocation decisions (0/10).
2. Technical Capacity to Allocate and Monitor Water Quantity and Quality: to enable regional agencies to analyze the water situation with regard to supply and demand, and to formulate appropriate policies and procedures to assure its rational use (0/10).
3. Progress Toward Creation of the Souss-Massa River Basin Agency (RBA): to establish an institutional structure for the long-term management of the Souss-Massa's water resources, which involves the participation of all concerned public and private agencies (20/40).
4. Mechanisms for Communication Between Sectors and Agencies Established and Utilized: to facilitate the flow of information and data collection, and to harmonize the way data is analyzed and used for decision-making (10/15).
5. Mechanisms for Public Participation and Communication Established and Utilized: to maximize the involvement of private water users in decision-making, the allocation of water supplies, and the protection of water quality for households, agriculture, and industry (0/0).
6. Sustainable Source of Revenue for the RBA Established: to make sure the RBA has the resources and capacity to manage the Souss-Massa's water needs on a long-term basis, and that it is able to operate independent of national-level control (0/0).
7. Information Sharing and Use of Combined Data Sources for Decision-Making: to maximize inter-agency collaboration and communication (10/20).
8. Institutions, Procedures, and Standards Necessary to Enforce Water Policies Established and Applied: to make sure the RBA has the means and authority to carry out its mandate, and to sensitize the public to the responsibilities and value of a river basin agency (0/0).

Performance Data Table
Fiscal Year: 2003

Objective Name: Improved Water Resources Management in the Souss-Massa River Basin
 Objective ID: 608-006
 Approved: 1999-05-21 Country/Organization: USAID Morocco
 Result Name: 6.1.1 RBA creation and operationalization
 Indicator: Principal steps achieved for RBA creation and operationalization
 Disaggregated By:

Unit of Measure: Steps towards RBA creation and operationalization

Year	Planned	Actual
2000	baseline	0
2001	a	
2002	b, f	
2003	c, d, e	

Source:
 SIWM annual progress report

Indicator/Description:
 SO6 will facilitate all aspects of the establishment and operationalization of the RBA by helping to draft technical and legal documents, deliver technical assistance and analysis, recommend strategies, and encourage coordination and transparency.

Comments:
 This indicator measures progress in establishing the RBA with support from USAID:

- a) Decree adopted to establish the RBA.
- b) Decree adopted establishing the RBA's board of Directors.
- c) Operating policies, procedures, by-laws adopted.
- d) Strategy for financial and managerial autonomy developed and adopted.
- e) Communications and public participation strategy adopted.
- f) Procurement plan adopted.

Performance Data Table
Fiscal Year: 2003

Objective Name: Improved Water Resources Management in the Souss-Massa River Basin

Objective ID: 608-006

Approved: 1999-05-21

Country/Organization: USAID Morocco

Result Name: 6.1.2 Inter-agency coordination increased through the creation and operationalization of inter-agency technical groups (IATWGs)

Indicator: Critical steps achieved toward IATWG creation and operationalization

Disaggregated By:

Unit of Measure: Steps towards IATWG creation and operationalization

Year	Planned	Actual
2000	Baseline	0
2001	a	
2002	b, c	
2003	d	
2004	d	

Source:

SIWM annual progress report

Indicator/Description:

SO6 will facilitate the creation of inter-agency technical working groups (IATWGs), which will take the lead in defining and implementing pilot projects and serve as the principal vehicle to coordinate the activities of the different government and non-governmental organizations. Because the IATWGs will be responsible for implementing the pilot projects under IR 6.2, their performance and effectiveness in achieving coordinated approaches to manage water resources in the Souss-Massa can be determined through IR 6.2 performance indicators.

Comments:

This indicator tracks priority steps achieved with USAID assistance, which are required for the creation of the IATWGs.

- a) IATWGs identified and formed.
- b) Operating procedures adopted.
- c) Coordinated action plans developed.
- d) Coordinated action plans executed.

SO Text for SO: 608-001 - Reduced Fertility and Improved Health of Children Under 5 and Women of Child-bearing Age

Country/Organization: USAID Morocco

Objective ID: 608-001

Objective Name: Reduced fertility and improved health of children under 5 and women of child-bearing age

Self Assessment: Exceeding Expectations

Primary Links to Agency Strategic Framework:

75% 4.1 Unintended and mistimed pregnancies reduced

12% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced

13% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced

Link to U.S. National Interests: Global Issues: Environment, Population, Health

Primary Link to MPP Goals: Economic Development

Summary of the SO:

Strategic Objective One (SO1), completed in 2000, supported increased use of quality family planning and maternal and child health services, and increased sustainability of these services in Morocco. All future assistance provided under Special Objective Seven (SpO7), which is presented separately. SO1 was the last in a series of bilateral assistance programs with the Ministry of Health (MOH), since 1970, to improve population and health outcomes. Eighty-eight percent of the funds under the bilateral agreement were from the DA/POP account, including contraceptive purchases, and 12% were child survival account funds. Population funds were used for most aspects of the family planning/maternal and child health effort with the exception of integrated management of child health. Child survival funds were used to support pilot efforts in emergency obstetric care and integrated management of childhood illness, and provided partial support to improve the capacity of the MOH to plan and implement maternal and child health programs.

All SO-level performance targets set at the beginning of the program were surpassed, even though some specific targets for intermediate results were not met. Concerning sustainability of results, impressive policy changes resulted in increased financial viability of the program, and the degree of ownership and commitment of the Moroccan Ministry of Health (MOH) to activities initiated or supported under SO1 is impressive. At the end of program activities, the MOH had in place the necessary elements of a fully functioning, national Family Planning/Maternal Child Health (FP/MCH) program, with the exception of several key areas to

be addressed under SpO7. The SO1 close-out report annexed to this R4 summarizes achievement against all indicators and provides an overview of all major actions.

Key Results:

In 2000 the SO1 goal was to finalize and document key activities under the bilateral agreement, and to assure a smooth transition to SpO7 and the post-bilateral period. This required significant policy reform, capacity strengthening, and institutionalization of successful approaches developed under SO1.

IR. 1. Greater access to quality FP/MCH services responsive to client demand: In the regions covered by the Emergency Obstetric Care (EOC) Pilot Project, both the met need for obstetric complications and the rate of Cesarean sections increased. EOC was reinforced through systematization of in-house audits of cases of maternal death in public hospitals; initiation of community-level campaigns to increased acceptance of birth delivery services in health facilities; and training in maintenance of obstetric equipment. The MOH committed to replication of this pilot approach nationwide, and the European Union and UNFPA have begun support for replication in other regions. To improve the quality of maternal and child health care nationwide, the “Standards for Family Planning Methods in Morocco;” and “Standards for Emergency Obstetric and Neonatal Care;” were developed and disseminated by the Ministry of Health (MOH) with USAID support.

I.R. 2. Improved policy environment supporting expansion of FP/MCH services: A major success under SO1, the GOM financing of 100% of contraceptive procurement was achieved, made more feasible with a major reduction in taxes on contraceptive imports. The Ministry of Health demonstrated its commitment to financing of FP/MCH commodities by including contraceptive purchases in its 2000 budget law and five-year plan, and awarding an IQC that sets a range of contraceptive prices over the next five years.

To ensure continued high performance of the national vaccination program, MOH central and regional staff determined actions based on the 1999 study of Morocco’s use of the Vaccine Revolving Fund. Other activities to improve health sector financing included the National Health Accounts (NHA) exercise in Morocco. This exercise allowed the MOH to know where and how its funds were spent, provided a tool for regional planning of health services and budget allocation, and pointed to opportunities for cost sharing on a more equitable basis.

I.R. 3. Reinforced capacity to manage FP/MCH programs with particular emphasis on decentralized approaches responsive to client demand:

- a) Revised modules and training mechanisms were institutionalized in key technical areas in nursing schools and in medical schools. A masters level nursing program, and modules in IMCI, EOC and Quality Assurance were developed for paramedical schools. For medical schools, the maternal health module was revised to integrate elements from the Emergency Obstetric Care Standards, and elements of Integrated Management of Childhood Illnesses were introduced in the curriculum. Also, pediatric faculty were trained to strengthen teaching skills.
- b) The National Quality Assurance Program was formally instituted by the MOH.
- c) The MOH IEC Division (DIEC) consolidated its capacity in print and audio-visual production, with SO1-provided equipment and technical expertise.

- d) The health information system was revised to make it more user friendly, and the use of information for decision making was strengthened via several workshops for regional health managers. In the SMD region the epidemiological surveillance team improved tracking, analysis and response to epidemics and other public health problems.
- e) Provincial managers in five regions completed projects to improve FP/MCH service delivery. In addition to improving specific aspects of their programs, the projects created true regional health teams, and increased understanding among central and regional MOH personnel of the issues involved in decentralizing program management.

I.R. 4. Increased diversification of the resource base supporting the delivery of FP/MCH services: SO1 served as a catalyst for creation of a new Federation of Private General Practitioners, expected to be a key partner for CMS in future work on reproductive and child health services in the private sector. A consensus-building seminar resulted in a five year action plan for continuing education for private doctors. SO1 also supported work with a pilot group to develop peer review mechanisms in private medical practice, and co-sponsored a medical congress that addressed key aspects of private Family Practices. Three hundred General Practitioners were trained in inter-personal communication techniques to become more effective counselors

Performance and Prospects:

The achievements of SO1 have set the stage for successful accomplishment of SpO7, which is expected to allow full sustainability of the Moroccan family planning and maternal and child health (FP/MCH) program beyond the end of USAID assistance to the sector in 2004. The achievements of the national FP/MCH program can be substantially credited to the many years of effective partnership between USAID and the Ministry of Health, culminating in this highly successful SO. The highly successful EOC pilot will be replicated in the two focus regions of SpO7, and in other regions with help from other donors.

Nonetheless, several aspects of the national program merit continued attention and will be addressed under SpO7. Concerning family planning, as shown by missed targets in shifting clients to longer term methods, the preponderance of oral contraceptives in the method mix has not changed despite considerable effort and investment under SO1. This reliance on orals raises concerns about the appropriateness of methods provided to couples at different points in their reproductive lives, but method mix appears to be determined more by a cultural and historic preference than by any barriers to informed choice. Continued preference for orals affected results in both public and private sectors. Under SpO7, further efforts will concentrate on providing additional information and other means to ensure informed choice to clients and providers. Decentralized, participative programs in target regions will help adapt FP services to the specific needs and concerns of local populations, and provider practices in the private sector will be strengthened to improve responsiveness to clients.

Concerning child health, an assessment of the Integrated Management of Childhood Illness (IMCI) Pilot Project showed that the quality of diagnosis and classification of sick children were significantly better in the pilot areas, though the care and treatment of sick children were not always better. The quality of counseling and appropriate use of antibiotics were higher in the IMCI sites than in control sites. However, trained health workers did not always comply with

IMCI guidelines, and weaknesses in the health system, including poor availability of essential drugs, impeded clinical performance. Such system weaknesses will be a focus of regional efforts under SpO7, and IMCI will be introduced where considered appropriate by regional teams.

Possible Adjustments to Plans:

In order to transfer USAID program-funded positions within the Mission to SpO7 funding without interruption, the SO end date was extended through April 2001, although no further external program activities were supported past the end of 2000. All actions and results accomplished with the help of USAID program support in 2001 will be reported under SpO7.

Other Donor Programs:

Approximately 40% of the Moroccan reproductive health program is donor funded. As of 2000, the European Union is the largest donor in the sector, and the World Bank plays a major role as a lender. UNICEF and UNFPA also support reproductive health and child health care in Morocco. USAID works with the MOH to facilitate expansion of successful models by these donors as well as to reinforce links with private US foundations such as the Bill and Melinda Gates Foundation for work in Morocco. A consortium of foundations is active in the effort to eliminate trachoma, working primarily through Helen Keller International (HKI).

Major Contractors and Grantees:

The institutional contractor was John Snow, Incorporated (JSI), with Johns Hopkins University/CCP and University Research Corporation (URC), ending in September 2000. The centrally funded projects POLICY, PHR, and JHPIEGO ended in September 2000 as well. Other field support programs still active in Morocco at end 2000 were transferred to SpO7.

Performance Data Table
Fiscal Year: 2003

Objective Name: Reduced fertility and improved health of children under 5 and women of child-bearing age

Objective ID: 608-001

Approved: 1993-07-02

Country/Organization: USAID Morocco

Result Name: IR 1.1 Greater access to quality FP/MCH services responsive to client demand

Indicator: Percent of Couple Years of Protection (CYP) from use of long-term (LT) methods in the public sector

Unit of Measure: LT methods include VSC, IUDs, injectables and Norplant - percent

Year	Planned	Actual
1992	NA	28
1993	NA	34
1994	NA	42
1995	NA	38
1996	NA	37
1997	41	33
1998	43	36
1999	45	37
2000	n/a	35

Source:

MOH Routine Service Statistics based on facility reports of commodities distributed

Indicator/Description:

Public sector CYP from LT methods is the numerator, overall public sector CYP is the denominator. All years calculated using USAID 1997 conversion factors: IUDs = 3.5 CYPs; 15 cycles pills=1 CYP; 120 condoms = 1CYP; VSC = 8 CYPs; Norplant = 3.5 CYPs; 4 injectables (depo) = 1 CYP. Data is for Fiscal Year. Retroactive cleaning operations completed on 1998 data revealed that total CYP was over-estimated by about 9%. However, the reported proportion of long term methods remains accurate.

INDICATOR DATA QUALITY: Moderate. Mission conducted site visits in 99 confirm public sector CYP data quality improvement from previous year with variances between different levels now decreased to 8% or less.

Comments:

Increasing LT method use to improve program sustainability has been a key SO1 objective. Despite project efforts, the SO targets for percentage of CYP from LT methods have not been met.

NOTE: No targets were set for 2000 since SO1 was not expected to continue over this year, and public sector method mix is not addressed in SpO7. Promotion of long term methods is included in the private sector component of SpO7, and sales of these methods are tracked.

Performance Data Table
Fiscal Year: 2003

Objective Name: Reduced fertility and improved health of children less than 5 and women of child-bearing age
Objective ID: 608-001
Approved: 1993-07-02 Country/Organization: USAID Morocco
Result Name: IR 1.2 Improved policy environment supporting expansion and sustainability of FP/MCH services
Indicator: Policies/regulations supportive of improved FP/MCH services: access, quality and sustainability
Disaggregated By:

Unit of Measure: Percentage completion of 10 policy/regulatory reforms .

Year	Planned	Actual
1995	NA	7
1996	14	14
1997	30	58
1998	48	55
1999	72	76
2000	n/a	92

Source:
PHR, JSI, MOH

Indicator/Description:

Composite index of advancement in policy dialogue and implementation of measures both within the MOH and also in the wider policy arena, improving the provision of FP/MCH services. The 10 policy reforms that composes that indicator are:

1. MOH finances 100% of public sector contraceptive needs by the end of 99.
2. Administrative and customs costs reduced for contraceptives and vaccines.
3. Financial sustainability: (a) market segmentation study and National Health Accounts completed; (b) Strategy to increase the role of private sector implemented.
4. Regionalization/decentralization program in place with specific targets.
5. Increased number of midwives trained and placed in government service.
6. Regulatory framework related to the use of health personnel in the public and private sectors revised.
7. Vaccine revolving fund fully functional; assistance to ensure sustainability.
8. Reduced cost media time guaranteed for FP/MCH
9. Norms and standards for FP, EOC and IMCI elaborated, validated and disseminated.
10. Maternal death audits required for all maternal deaths in public health facilities.

INDICATOR DATA QUALITY: Moderate

Comments:

From 1995-97, six policy reform issues were tracked, so percentages for those years reflect progress in those six issues alone. In 1997 four new policy areas were added, so since 1999 the percentage reflects progress in all ten issues. Overall, policy reform has been extremely successful.

NOTE: No targets were set for 2000, since policy tracking was transferred to SPO7. A modified version of this indicator is included in the SpO7 performance monitoring plans and reported in the R4.

Performance Data Table
Fiscal Year: 2003

Objective Name: Reduced fertility and improved health of children less than 5 and women of child-bearing age
Objective ID: 608-001
Approved: 1993-07-02 Country/Organization: USAID Morocco
Result Name: IR 1.3 Reinforced capacity to manage FP/MCH programs with particular emphasis on decentralized approaches responsive to client need
Indicator: Evidence of data-driven FP/MCH program action in focus regions/provinces (Agadir and Meknes).
Disaggregated By:

Unit of Measure: Determination as to whether benchmarks signaling the use of peripheral level management information systems (MIS) as a tool in decentralized management have been met or not met.

Year	Planned	Actual
1996	a	NA
1997	b	NA
1998	c	MET
1999	d	MET
2000	e	MET

Source:
JSI Project reports from the field.

Indicator/Description:
A qualitative measure of the active use of management information in support of the MOH decentralization process. The SO team determines whether a benchmark has been achieved through review of project reports and validation by field visits. Indicator Data Quality: Moderate

- a) 1996 Baseline: All FP/MCH statistics from provinces entered by hand and sent to central level for computer entry and analysis. Program targets for provinces established at central level.
- b) 1997 Target: A set of common FP/MCH indicators established by the MOH for use at the local and central levels. Computer systems and networks installed at health delegation and referral hospital and local staff trained in a number of software, including *MAG/C* (data-base management). Local incidence of reportable infectious diseases checked daily by Chief Medical Officer.
- c) 1998 Target: Software in place and used for data entry of service statistics linked to the MOH common indicators. Meetings held monthly to review and discuss data. Evidence of at least 3 FP/MCH related program actions per region taken based on the data.
- d) 1999 Target: Evidence of regular and accurate FP/MCH data entry and analysis. 1998 program actions reviewed for effectiveness and adjusted accordingly. At least three additional program actions per region taken based on data analysis.
- e) 2000 Target: No target was set in SO1 for 2000, but this indicator was carried forward as the SpO7 indicator 7.1.2 in the regions of Souss-Massa-Draa and Tanger-Tetouan.

Comments:
In 2000, Regional teams of the two regions developed data sets including analysis that helped them to identify priorities and do strategic planning for the period 2001-2003.

Performance Data Table
Fiscal Year: 2003

Objective Name: Reduced fertility and improved health of children less than 5 and women of child-bearing age
Objective ID: 608-001
Approved: 1993-07-02 Country/Organization: USAID Morocco
Result Name: IR 1.4 Increased diversification of resource base financing the delivery of FP/MCH services
Indicator: Total Couple Years of Protection (CYPs) delivered by the commercial private sector as a proportion of all CYP delivered by public and private sectors.
Disaggregated By:

Unit of Measure: Percent - The numerator is total commercial sector CYPs (including USAID/CMS CYPs). Note: CMS and commercial sector data do not include CYPs from VSC or condoms. The denominator is CYPs from both the public and commercial private sectors.

Year	Planned	Actual
1994	NA	28
1995	NA	29
1996	NA	31
1997	NA	33
1998	39	34
1999	44	37
2000	NA	36

Source:
CMS project data, data from pharmaceutical industry on private sector sales, Moroccan Family Planning Association, and MOH statistics service

Indicator/Description:
A measure of the estimated protection provided by public and private family planning services during a one-year period, based upon the volume of all contraceptives sold or distributed during the one-year period in each sector. This indicator measures CYPs of the private sector as a proportion of all CYPs (public and private).

The total amount of each contraceptive method provided to clients is multiplied by a conversion factor for each method:

IUD = 3.5 CYPs
15 cycles of pills = 1 CYP
120 condoms = 1 CYP
VSC = 8 CYPs
Implants (Norplant) = 3.5 CYPs
Four injectables (DepoProvera) = 1 CYP
Six injectables (Noristerat) = 1 CYP

The numerator is total commercial and non-profit sector CYPs (including USAID/CMS CYPs). CMS and commercial sector data do not include CYPs from VSC or condoms. The denominator is CYPs from both the public and commercial private sectors.

INDICATOR DATA QUALITY: Private Sector data: Good (international standard for determining pharmaceutical sales); Public Sector data: Moderate

Comments:
Sales data from the private sector include distribution figures from the Moroccan FP Association (AMPF) in the numerator since 99, providing a more complete picture of private sector market share. AMPF sales dropped sharply between 1999 and 2000 (by 27%). This plus a slight drop in sales in the social marketing program decreased private sector performance overall.

NOTE: No targets were set for 2000 since SO1 was not expected to continue this year. This indicator is included in the SpO7 monitoring plans and reported in the R4. New targets have been set for this indicator.

SO Text for SO: 608-007 - Key Interventions Promote Sustainability of Population, Health and Nutrition Programs

Country/Organization: USAID Morocco

Objective ID: 608-007

Objective Name: Key Interventions Promote Sustainability of Population, Health and Nutrition Programs

Self Assessment: Meeting Expectations

Primary Links to Agency Strategic Framework:

30% 4.1 Unintended and mistimed pregnancies reduced

30% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced

30% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced

5% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced

5% 4.5 The threat of infectious diseases of major public health importance reduced

Link to U.S. National Interests: Global Issues: Environment, Population, Health

Primary Link to MPP Goals: Economic Development

Summary of the SO:

The goal of Special Objective 7 (SpO7) is to maintain current high levels of family planning, immunizations, and other priority public health services after USAID support ends in 2004, by increasing the effectiveness of the public health system and facilitating a shift to the private sector of clients who are able to pay for these services. This program follows logically from SO1, described separately, that ended this year. SpO7 promotes sustainability with results in two main areas.

The first intermediate result (IR) is the development of a model of decentralized management of primary health services. In two regions, women's groups, community associations and local elected officials are involved in the planning and delivery of quality reproductive and child health services by the MOH. In this IR, DA/POP funds are used to reinforce the quality, management and delivery of reproductive health services and to address relevant policy issues. Child Survival (CSD) funds are used to strengthen primary health care services and systems, and to address specific issues in child morbidity and mortality. Maternal and newborn care, including emergency obstetric care, are a priority of this activity.

The second intermediate result is to increase access to reproductive and child health services in the private sector. DA/POP funds support relevant policy reform, social marketing of contraceptives, and activities to improve the capacity of general practice physicians to provide quality reproductive health services at affordable prices. CSD funds support social marketing of oral rehydration salts and promote consumption of micronutrient-enriched foods.

CSD/Micronutrient funds contribute to a comprehensive approach to reduce Vitamin A, iron and iodine deficiencies, agreed by the MOH, private sector and NGOs. The strategy includes food fortification, community and school-based activities to improve nutritional practices, and distribution of vitamin supplements to pregnant women and children under five.

SpO7 also contributes CSD funds to the two CCT grants to US private voluntary organizations, Catholic Relief Services and Near East Foundation, to work with local communities in the Souss-Massa-Draa region to improve their access to priority maternal and child health services. SpO7 population funds also were granted to the Near East Foundation to increase access to family planning services in these same communities.

SpO7 started in 2000, although several G/PHN projects received SpO7 funding in 1999 to prepare activities. A smooth transition from SO1 benefited SpO7 start-up. As of the end of 2000, USAID no longer provides extensive assistance to the national family planning and maternal and child health program, concentrating instead on areas outside of the direct control of central health managers. This change required considerable acceptance and flexibility on the part of the major counterparts of USAID at the MOH at both central and regional levels. The high credibility of USAID in the MOH, engendered by a history of successful collaboration, allowed frank and open discussions and full acceptance of SpO7.

Key Results:

SpO7 objectives for 2000 were to finalize design and begin implementation of all activities, and in the process form dynamic teams for each of the components. The SpO7 team designed the two Intermediate Results with the full participation of multiple partners, and identified SpO7 support activities, including USAID's contribution to the micronutrient deficiencies prevention program. Policy reforms needed for the overall success of SpO7 and a process for achieving them were identified and incorporated into the PMP. The memorandum of understanding for SpO7 was negotiated and signed with the MOH in July.

I.R. 1, Effective Decentralized Management of Primary Health Care Established on a Pilot Basis: Award of a task order under TASC in July resulted in prompt start-up, development of effective teams in the Tanger-Tetouan and Souss-Massa-Draa pilot regions, and focused but ambitious regional action plans that were well received at the central level. Regional health managers analyzed local issues through intensive workshops with partners, and incorporated priority actions into the 2001 Workplan. These energized and empowered regional health teams are now actively engaging other partners in planning and implementing activities. USAID, the Minister of Health, and other MOH officials approved the work plan, including central level actions to deconcentrate management functions to the regional teams.

Emergency Obstetric Care (EOC) is the top reproductive health priority in both regions, due to high rates of maternal mortality. Sites were identified for upgrades and medical equipment was ordered. A training program for regional health workers was developed. Other actions in 2000 included improvement of regional health management systems and development of quality assurance approaches to resolve specific local problems in clinical care.

I.R. 2, Use of Private Sector Reproductive and Child Health Services Increased Nationwide: Formation of an in-country contractor team and consultation with a broad array of local professional associations, the MOH and other partners resulted in a consensus on priorities, activities and modes of collaboration among the different entities. Key private sector health professionals and MOH representatives went on study tours to the United States, Quebec, Bolivia and Pakistan to observe family health provider networks, quality of care and continuing education programs. They identified three priorities for Moroccan private health care: development of modules on Family Medicine for associations offering training to private general practitioners; formation of group medical practices; and quality assurance mechanisms instituted in the private sector. Their action plan for USAID support under IR 7.2 was approved by USAID, the MOH and other private sector partners.

For social marketing, new agreements were reached with firms distributing contraceptive products, to increase media coverage and sustainability of these products in the market. Promotional and informational materials were produced for private health care providers and their clients, including posters in French and Arabic and a leaflet for all of the socially marketed methods. A mass media campaign was aired to increase consumer awareness and encourage the use of these products. A mobile unit carried out 116 sessions of health education and reproductive and child health promotion, reaching more than 11,000 people in 73 urban and 27 rural localities. Sales of socially marketed oral rehydration salts increased by 46% in 2000.

Support Activities: USAID provided technical and material assistance to the National Micronutrient Committee, resulting in regular meetings of key sub-committees for training, IEC, and fortification, and a Training of Trainers to refresh skills of MOH personnel in nutritional supplementation and counseling. A multi-sectoral commitment has been reached to fortify wheat flour, a key item in the Moroccan diet, with iron and B vitamins, and a strategy to introduce Vitamin A and D enriched vegetable oil is under development. In tandem, IR 2 developed a promotional strategy to support the launch of the different fortified foods.

Cross Cutting Themes: The CCT grantees, with the IR 7.1 team and other partners in the SMD region, identified activities to support gender inclusiveness and partnerships between local non-governmental associations, elected officials, and the regional MOH team. These actions, to improve communications between village associations and local medical staff, and to improve responsiveness of MOH services to women and children in these communities, were incorporated in the CCT grantees' programs and in the I.R. 7.1 SMD action plan.

Performance and Prospects:

Private sector market share continues to be a concern, with missed targets this year. This is due to multiple but presumably transient factors, including overstocks of IUDs in private clinics and

an earlier hiatus in the media campaign, as well as a sharp reduction in sales by the non-governmental association providing FP services. Market research, repositioning of two of the contraceptive products and intensive work with private physicians selected areas are planned to reverse this trend in the coming year.

Possible Adjustments to Plans:

No changes are anticipated, pending a mid-term review in 2002-03. USAID, the MOH and other donors plan a maternal and child health survey that will be available for the review.

Other Donor Programs:

Approximately 40% of the Moroccan reproductive health program is donor funded. As of 2000, the European Union is the largest donor in the sector, and the World Bank plays a major role as a lender. UNICEF and UNFPA also support reproductive health and child health care in Morocco. USAID works with the MOH to facilitate expansion of successful models by these donors as well as to reinforce links with private US foundations such as the Bill and Melinda Gates Foundation for work in Morocco. A consortium of foundations is active in the effort to eliminate trachoma, working primarily through Helen Keller International (HKI).

Major Contractors and Grantees:

John Snow, Incorporated (JSI), with University Research Corporation (URC), implements IR 7.1 under the TASC project, and the Commercial Market Strategies (CMS) project implements IR 7.2. The Micronutrient Opportunities for Sustainable Technologies (MOST) project, supports the micronutrient effort. The non-profit organization CEDPA furnishes technical support for SpO7, and MEASURE-Evaluation helps monitor program performance. Under the CCT, the U.S. private voluntary organizations Catholic Relief Services and the Near East Foundation are undertaking health activities in support of SpO7 goals.

Performance Data Table
Fiscal Year: 2003

Objective Name: Key interventions promote sustainability of population, health and nutrition programs in Morocco

Objective ID: 608-007

Approved: 1999-05-21

Country/Organization: USAID Morocco

Result Name: Key interventions promote sustainability of population, health and nutrition programs in Morocco

Indicator: 7.0.3 Improved policy environment supports sustainability of reproductive and child health (RCH) services

Disaggregated By:

Unit of Measure: A composite measure of advances in health policy dialogue and reform, aimed at improving the sustainability of RCH services. The indicator is expressed as a percentage of completion of five priority policy and regulatory reforms.

Year	Planned	Actual
1999	Baseline	0%
2000	14%	13%
2001	36%	
2002	60%	
2003	92%	
2004	100%	

Source:

Contractor reports and documents, GOM procurement and expenditure reports, and SpO team assessments

Indicator/Description:

The indicator is expressed as a percentage of completion of five priority policy and regulatory reforms:

- 1) MOH assures procurement and financing of 100 percent of public sector contraceptive needs on an annual basis throughout the strategy period;
- 2) MOH assures procurement and financing of 100 percent of public sector vaccine needs on an annual basis throughout the strategy period;
- 3) Intersectoral regional teams jointly plan and allocate resources for preventive health care activities in pilot regions;
- 4) Private practitioners can more effectively provide and promote reproductive and child health care services; and
- 5) Quality assurance for reproductive and child health services instituted in the private sector.

Comments:

Two of the five policy indicators track Morocco's performance in fully financing and procuring contraceptives and vaccines for the national family planning and vaccination programs over the period of SpO7. The remaining three are key policy issues that will be tracked in the following manner. Percentage scores are assigned to policy issues according to achievement of the following five steps:

- a) identification/analysis (10%)
- b) formulation (10%)
- c) validation (20%)
- d) adoption (20%)
- e) implementation (40%).

Clear benchmarks signifying the achievement of each step are established during or soon after the "identification" stage by USAID and other partners. The five priority policy and regulatory reforms are outlined in the attached matrix and tracked individually by the SpO7 team.

Performance Data Table
Fiscal Year: 2003

Objective Name: Key interventions promote sustainability of population, health and nutrition programs in Morocco
Objective ID: 608-007

Approved: 1999-05-21

Country/Organization: USAID Morocco

Result Name: 7.1 Effective decentralized management of primary health care services established on a pilot basis

Indicator: 7.1.1 Couple Years of Protection (CYP) increased in pilot regions of Souss-Massa-Draa and Tanger-Tetouan

Disaggregated By:

Unit of Measure: Overall contraceptive protection provided by public family planning services expressed in terms of couples protected from unintended pregnancies for one year.

Year	Planned	Actual
1999	Baseline	139,500
2000	143,700	147,583
2001	148,000	
2002	152,400	
2003	157,000	
2004	161,700	

Source:

Regional and Provincial MOH services statistics based on facility reports of commodities distributed.

Indicator/Description:

A measure of the estimated protection provided by public family planning services during a one-year period, based upon the volume of all contraceptives distributed by the MOH during the one-year period in the two pilot regions of Souss-Massa-Draa and Tanger-Tetouan.

The total amount of each contraceptive method provided to clients is multiplied by a conversion factor for each method.

IUD = 3.5 CYPs

15 cycles of pills = 1 CYP

120 condoms = 1 CYP

VSC = 8 CYPs

Implants (Norplant) = 3.5 CYPs

Four injectables [DepoProvera] = 1 CYP

INDICATOR DATA QUALITY: Moderate

Comments:

Targets are based on a 3 percent increase per year for each region.

Performance Data Table
Fiscal Year: 2003

Objective Name: Key interventions promote sustainability of population, health and nutrition programs in Morocco
Objective ID: 608-007

Approved: 1999-05-21

Country/Organization: USAID Morocco

Result Name: 7.1 Effective decentralized management of primary health care services established on a pilot basis

Indicator: 7.1.2 Health and demographic data effectively used by pilot region health teams to identify and resolve local health problems in collaboration with other local partners.

Disaggregated By:

Unit of Measure: Assessment of achievement ("met" or "not met") of benchmarks that demonstrate effective use of locally available data by regional teams for identifying and resolving local health problems in collaboration with other local partners.

Year	Planned	Actual
1999	a	N/A
2000	b	MET
2001	c	
2002	d	
2003	e	
2004	f	

Source:

IR 1 institutional contractor reports and site visits by SpO7 team to both regions

Indicator/Description:

A qualitative measure of the active use of management information and collaborative processes in support of the MOH decentralization process. The SpO7 team established a baseline for FY99 and a target for the year 2000. Subsequent targets were given in the Plan of Action developed by the regional teams, submitted by the IR 1 institutional contractor, and approved by USAID.

a) 1999 baseline: Regional teams develop region-specific data sets that present key MCH/FP statistics for the year and include analysis

b) 2000 target: Data sets developed by regional teams including analysis. Problem identification and prioritization of actions to be undertaken developed using a participatory approach.

c) 2001 target: Functional regional information systems established in two regions.

d) 2002 target: Data from regional information systems used for decision-making.

e) 2003 target: Evidence of achievement of program objectives (e.g., fewer stock-outs of contraceptive, 80 percent of all planned activities implemented).

f) 2004 target: Regional health teams routinely use information system for all aspects of program planning and implementation

INDICATOR DATA QUALITY: Moderate

Comments:

This indicator illustrates progress made in local-level program management as a result of use and analysis of data at the regional levels, and involvement of community leaders in planning and implementation of activities.

Performance Data Table
Fiscal Year: 2003

Objective Name: Key interventions promote sustainability of population, health and nutrition programs in Morocco

Objective ID: 608-007

Approved: 1999-05-21

Country/Organization: USAID Morocco

Result Name: 7.2 Use of private sector reproductive and child health (RCH) services increased

Indicator: 7.2.1 Couple Years of Protection (CYP) in the private sector increased, as a proportion of all CYPs delivered in the public and private sectors.

Disaggregated By:

Unit of Measure: Contraceptive protection provided by private family planning services expressed in terms of couples protected from unintended pregnancies for one year (CYPs), divided by overall contraceptive protection provided by both public and private family planning services for one year.

Year	Planned	Actual
1999	Baseline	37%
2000	38%	36%
2001	39%	
2002	41%	
2003	43%	
2004	45%	

Source:

MOH routine service data (public sector); CMS, IMS and non-profit FP association service statistics and sales data - AMPF-(private sector)

Indicator/Description:

A measure of the estimated protection provided by public and private family planning services during a one-year period, based upon the volume of all contraceptives sold or distributed during the one-year period in each sector. This indicator measures CYPs of the private sector as a proportion of all CYPs (public and private).

The total amount of each contraceptive method provided to clients is multiplied by a conversion factor for each method:

IUD = 3.5 CYPs

15 cycles of pills = 1 CYP

120 condoms = 1 CYP

VSC = 8 CYPs

Implants (Norplant) = 3.5 CYPs

Four injectables (DepoProvera) = 1 CYP

Six injectables (Noristerat) = 1 CYP

The numerator is total commercial and non-profit sector CYPs (including USAID/CSM CYPs). CSM and commercial sector data do not include CYPs from VSC or condoms. The denominator is CYPs from both the public and commercial private sectors.

Comments:

This is a composite indicator based on multiple sources of data. Contraceptive sales data from the private sector include the Moroccan FP Association (AMPF) distribution figures in the numerator, providing a complete picture of private sector market share. AMPF sales dropped sharply between 1999 and 2000 (by 27%).

SO Text for SO: 608-008 - Increased Attainment of Basic Education Among Girls in Selected Rural Provinces

Country/Organization: USAID Morocco

Objective ID: 608-008

Objective Name: Increased attainment of basic education among girls in selected rural provinces

Self Assessment: Meeting Expectations

Primary Links to Agency Strategic Framework:

5% 2.1 Rule of law and respect for human rights of women as well as men strengthened

5% 2.3 The development of politically active civil society promoted

90% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded

Link to U.S. National Interests: Economic Prosperity

Primary Link to MPP Goals: Economic Development

Summary of the SO:

SpO8 aims to increase the participation of rural girls in the basic education system and to demonstrate how to attain a quality education through integrated interventions in pilot schools in eight target provinces at the classroom, school, community, and provincial levels. To improve the school environment, the program will: a) improve teaching skills; b) increase village/commune support for girls' education; and c) strengthen Education Management Information System (EMIS) database availability and use. SpO8 activities support the Ministry of National Education's (MNE) new reform agenda resulting from the National Charter for Education and Training, released in October 1999.

Key Results:

1. USAID-supported pilot schools are successfully retaining girls through basic education, particularly in the higher grades of primary school. Over the past year, the girls' enrollment ratio for the 6th grade has increased by four percentage points from 35% to 39%, exceeding the planned 37% target - an indication that the school and its environment are becoming more girl-sensitive.

2. The Morocco Education for Girls (MEG) contract was modified in March 2000 and based future activities upon lessons learned under our education SpO and MNE's reform priorities. This degree of relevance and partnership in the process set the stage for high USAID credibility with the MNE.

3. Pilot school communities have initiated intra-province PTA exchange trips wherein weaker PTAs travel to communities with well organized and effective PTAs to observe and share their experiences and programs.

4. Beginning in August 2000, SpO8 extended its activities into three new provinces in the Souss-Massa-Draa (SMD) region (Tiznit, Taroudant, and Zagora), bringing the total of SpO provinces to eight.

IR 8.1.1 – Improved Teaching Skills: SpO8 provided training to teachers, inspectors, school directors, and Teacher Training College (TTC) faculty in: a) use of a five-segment module that targets different aspects of learner-centered pedagogy, focusing on the teaching of Arabic and Math and another module on equity in the school environment; b) building and managing school-community partnerships – 160 school directors participated; and c) strategies for integrating newly graduating teachers into rural schools. These training activities strengthen the links between pre- and in-service and ensure that child-centered, gender sensitive teaching and learning methodologies are applied. This innovative pedagogy has been complemented by the establishment of multi-media centers in each of the pilot TTCs. The memorandum of understanding (MOU) that USAID signed with the MNE for these multi-media centers also provided for training programs on technology in teaching and learning which will be implemented during the remainder of this activity.

IR 8.1.2 – Increased Village/Commune Support for Girls' Education: Through the PTA's of the pilot schools, SpO8 is successfully promoting community support for girls' education. This success was a result of: a) training PTA board members in management; b) funding PTA identified and managed infrastructure improvement micro-projects; and c) supporting intra-province exchange trips for PTA members and rural commune members (elected officials). SpO8 also leveraged resources from DOD's Humanitarian Assistance Program (HAP) for other infrastructure upgrades in several pilot schools and communities. A specific objective of the community interventions was to strengthen the participation of women in the decision-making process. Thus far, one PTA established a mother's association demonstrating the importance of having mothers' voices in the PTA and convincing visiting PTAs from another province to institute their own mothers' associations as a role-models for girls.

Finally, several local-level NGOs have become advocates for girls' education and have successfully partnered with other local actors to promote and manage the girls' scholarship program established by the CSSF. One high profile success story was the raising of funds sufficient for 50 full scholarships for girls because of targeted private sector contributions to "Caftan 2000" the premier annual fashion show in Morocco. CSSF, which received technical assistance from USAID, was the advocacy and training umbrella-NGO for girls' education issues. SpO8 also continued to provide visibility to the girls' education issue in Morocco by working closely with the national and local media.

IR 8.1.3 – Improved Educational Management at the Provincial Level: USAID conducted a needs assessment for the provincial management teams of its pilot provinces in preparation for a multi-phase management training program. Eight provincial MNE delegations have been equipped with computers and appropriate software and have received computer skills training.

Crosscutting Themes: SpO8, in conjunction with grantees and other USAID/Morocco sectors, has identified appropriate joint activities for implementation in the SMD. The two CCT grantees, to began co-locate activities with eight USAID pilot schools in two provinces (Tiznit and Zagora). The grantees developed partnerships between village associations and the school aimed at strengthening the role of women in the decision-making process. SpO8 made plans to complement those activities by focusing on improved teaching and learning methodologies in the classroom and better school management.

Performance and Prospects:

The MNE's response to USAID's pilot approaches has been very positive and participatory at all levels. Credibility between our institutions is high, for instance USAID is the only partner requested by the MNE to work with them to develop methodologies for the design of regional and local curricula for the TTC. This significant shift in curriculum design responds to a key element of the MNE's decentralization plan that calls for local development of 30% of the curriculum.

The MNE's commitment to new approaches and appreciation for USAID's technical know-how portends well for the upcoming design of Phase II of the SpO and for deeper partnering with the MNE.

Note: SpO8 feels that the quality of data for reporting on indicator 8.1.2 (Gender Sensitive Interactive Process) is unsatisfactory for telling a story. The instrument and methodology will be refined for next year's R4. Consequently, this year, SpO8 is reporting on the level of community involvement in the school with indicator 8.1.3 (Schools with Improved Facilities).

Possible Adjustments to Plans:

Based on a joint USAID-MNE assessment of Phase I, the CAII contract (MEG) will be modified this summer to launch Phase II of the MEG Activity which will begin on October 1, 2001.

SpO8 requests \$2.5 million in additive HCD funds to capitalize on the MNE's reform implementation plan. The MNE has announced the creation of 16 Regional Academies with major oversight responsibility and authority over all aspects of the education system within each region. The Academies will be operationalized in the summer of 2001. This is an opportunity for USAID/Morocco to: a) provide timely assistance to an important systemic shift in the delivery and management of education; b) support devolution and decentralization of the system; and c) enhance the environment for wider ownership and spread of materials and methodologies developed and tested under the current program in target provinces and schools.

SpO8 will build on the work it has already begun by: a) strengthening the educational and resource management capacity of five Regional Academies, including that of the SMD; b) enhancing communications and linkages between the Academies, the provinces and the TTCs; and c) supporting the spread of successful methodologies and materials across regions.

Other Donor Programs:

A number of donors and partners are implementing programs in support of the MNE's priorities in basic education. USAID and UNICEF are coordinating work in support of new MNE

methodologies (USAID at the TTCs and UNICEF at the school level). The World Bank continues to provide support to infrastructure upgrades and teacher training - using, for the most part, USAID trained personnel from the MNE as trainers. The French have the largest education assistance program, but primary education comprises a relatively small part. UNESCO has the lead in working with the GOM on follow-up to recommendations from the Dakar “Education for All” conference.

Major Contractors and Grantees:

Creative Associates International, Inc. (CAII) is the institutional contractor for the MEG activity, with Management Systems International (MSI) as sub-contractor. The American Institute for Research (AIR) is the contractor for GEA, also with MSI as the sub. The Academy for Educational Development (AED) is the contractor for the CATT program.

Performance Data Table
Fiscal Year: 2003

Objective Name: Increased Attainment of Basic Education among Girls in Selected Rural Provinces

Objective ID: 608-008

Approved: 1999-05-21

Country/Organization: USAID Morocco

Result Name: 8

Indicator: 8.1: Girls' Enrollment Ratio - Grade 1

Disaggregated By: Grade

Unit of Measure: Percent -- calculated by dividing the total number of girls enrolled in grade 1 by the total number of students (girls and boys) in grade 1.

Year	Planned	Actual
94/95	Baseline	40
98/99	N/A	47
99/00	N/A	43
00/01	44	44
01/02	46	
02/03	48	
03/04	50	

Source:

Pilot school enrollment records

Indicator/Description:

This indicator monitors girls as a percent of all students enrolled in grade 1 in the pilot schools.

Comments:

Due to a mathematical error, there is a slight discrepancy in the data for 1st grade enrollment for 99/00. In last year's R4, first grade enrollment for 99/00 was reported as 42%.

** Data sets for this and all other SpO8 indicators are very small (2400 girls and boys), therefore, the behavior of 3 or 4 individuals can impact the results.

Performance Data Table
Fiscal Year: 2003

Objective Name: Increased Attainment of Basic Education among Girls in Selected Rural Provinces

Objective ID: 608-008

Approved: 1999-05-21

Country/Organization: USAID Morocco

Result Name: 8

Indicator: 8.1: Girls' Enrollment Ratio - Grade 6

Disaggregated By: Grade

Unit of Measure: Percent -- calculated by dividing the total number of girls enrolled in grade 6 by the total number of students (girls and boys) enrolled in grade 6.

Year	Planned	Actual
94/95	Baseline	16
98/99	N/A	30
99/00	N/A	35
00/01	37	39
01/02	38	
02/03	39	
03/04	40	

Source:

Pilot school enrollment records

Indicator/Description:

This indicator monitors girls as a percent of all students enrolled in grade 6 in the pilot schools.

Comments:

Due to a mathematical error, there are some discrepancies in the data reported in last year's R4 for 6th grade girls' enrollment ratio. In last year's R4, SpO8 reported 31% for 98/99 and 34% for 99/00.

Targets for the out years will remain the same to ensure that an actual increasing trend is occurring. However, targets will be reviewed next year so that they reflect changes in enrollment ratio patterns.

Performance Data Table
Fiscal Year: 2003

Objective Name: Increased Attainment of Basic Education among Girls in Selected Rural Provinces

Objective ID: 608-008

Approved: 1999-05-21

Country/Organization: USAID Morocco

Result Name: 8.1 Improved School Environment

Indicator: 8.1.3: Schools with Improved Facilities

Disaggregated By:

Unit of Measure: Percent. Percentage is calculated by dividing the total number of pilot schools into the number of pilot schools meeting at least five (5) of the improved facilities listed below.

Year	Planned	Actual
99/00	Baseline	30
00/01	40	55
01/02	60	
02/03	80	

Source:

Morocco Education for Girls Activity (MEG)

Indicator/Description:

This indicator monitors the percent of pilot schools with at least five (5) of the following: a) functioning water system; b) functioning latrine; c) functioning electricity; d) school enclosure; e) functioning canteen; f) clean classrooms; g) playground; and h) protected outdoor area.

Comments:

Although the target has been exceeded by 15 percentage points, SpO8 will maintain its current targets for the out years.

Performance Data Table
Fiscal Year: 2003

Objective Name: Increased Attainment of Basic Education among Girls in Selected Rural Provinces

Objective ID: 608-008

Approved: 1999-05-21

Country/Organization: USAID Morocco

Result Name: 8.1.2 Increased Village/Commune Support for Girls' Education

Indicator: 8.1.2.3: Families who Meet with Teachers

Disaggregated By:

Unit of Measure: Percent. Percentage is calculated by dividing the total number of students in the pilot schools into the number of families of students (girls and boys) in that school who attend one annual school event in September 00. The data in the table reports on percent of parents who have attended the September "back to school" activity. Families with more than one student in the same school are not counted more than once. Data for "back to school" activities in February and June will be reported in the comment section of this performance data table.

Year	Planned	Actual
99/00	Baseline	5%
00/01	25	26
01/02	30	
02/03	40	

Source:

Event attendance sheet

Indicator/Description:

This indicator monitors the level of school/family interaction by tracking the percent of families of pilot-school students who meet with their children's teachers at each of three community/school events per year. These community/school events are similar to "back to school" activities. They are held in September, February, and June.

Comments:

1) In terms of the baseline, there has been information on interactions and meetings between parents and teachers in the past. However, such information was anecdotal and the interactions did not necessarily conform to this indicator's definition of parent-teacher meetings. Therefore, SpO8 considers the 5 percent baseline as reflective of the minimal level of parent-teacher interaction that existed prior to MEG interventions.

2) For this reporting cycle, SpO8 will report on the results of one occurrence of community/school activity which was held in September 00. For upcoming years, SpO8 will report on community/school activities held in February, June, and September, in accordance with the R4's reporting cycle. The targets for the "back to school" activities in February and June are:

01/02: Feb 01: 27

June 01: 28

02/03: Feb 02: 32

June 02: 35

Performance Data Table
Fiscal Year: 2003

Objective Name: Increased Attainment of Basic Education among Girls in Selected Rural Provinces

Objective ID: 608-008

Approved: 1999-05-21

Country/Organization: USAID Morocco

Result Name: 8.1.3.1 Improved Educational Management at the Provincial Level

Indicator: EMIS Data Base Established, Data Available, and Data Used -- Used

Disaggregated By:

Unit of Measure: Number of Provincial Delegations

Year	Planned	Actual
99/00	Baseline	0
00/01	2/8	1/8
01/02	6/8	
02/03	8/8	

Source:

Provincial databases and activities proposed by provincial delegations.

Indicator/Description:

This indicator monitors the progress toward establishment and use of provincial-level databases developed by the eight pilot provincial delegations. The databases are intended primarily for local-level decision-making.

Number of Provincial Delegations Using the database means the number of delegations whose proposed MEG-related activities during the year are based on information derived from data analysis.

Comments:

1) Although there has been some data collection and analysis in a few of the provinces, the absence of a standardized database is reflected in the 0 baseline.

2) This indicator is actually Disaggregated into three levels with commensurate targets.

a) The first level of the indicator measures the number of delegations which has established indicators and data needed for their monitoring system. The planned target for this year was five out of eight provinces, and the actual number is eight out of eight provinces have established databases.

b) The second level of this indicator measures the number of delegations that have available data (i.e. they have collected the data for their database). The planned target for this year was five out of eight provinces have data available for their databases.

c) The third level of the indicator, use of the data available for decision-making on necessary, MEG-related activities during the year is the level of the indicator which is reported in this R4.

SO Text for SO: 608-009 - Increased Capability and Active Participation of Civil Society in Support of Citizen Rights

Country/Organization: USAID Morocco

Objective ID: 608-009

Objective Name: Increased capability and active participation of civil society in support of citizen rights

Self Assessment: Annual Performance Unavailable

Primary Links to Agency Strategic Framework:

25% 2.1 Rule of law and respect for human rights of women as well as men strengthened
25% 2.2 Credible and competitive political processes encouraged
25% 2.3 The development of politically active civil society promoted
25% 2.4 More transparent and accountable government institutions encouraged

Link to U.S. National Interests: Democracy

Primary Link to MPP Goals: Democracy and Human Rights

Secondary Link to MPP Goals (optional):

Summary of the SO:

The new Democracy and Governance SpO was conceived as an initiative intended to take advantage of the current political environment, one clearly conducive to further democracy programming. The inter-agency Democracy Working Group (US Embassy, USAID, Public Affairs Office and the Consul General) has been responsible for developing the Special Objective and its constituent activities. Most of the year 2000 was devoted to the design of all elements of the program and an assessment of civil society which led to request for proposals.

The DWG believes that Morocco continues to make progress on all fronts in its efforts to promote genuine political reform and respect for human rights and the rule of law. The DWG does not expect Morocco to become, overnight, a fully democratic polity. It does expect, and indeed most Moroccans expect, that the government will continue to pursue democratic reforms seriously. The government believes that the transition must not be abrupt, that it must not seriously disturb the country's socio-political equilibrium nor its deeply rooted traditional values. DWG's activities in civil society, rule of law, decentralization, and women's rights have been developed to assist Morocco in making a stable transition to a more democratic society. The Mission's programs support progress towards four results:

1. Increased development of a politically active civil society;
2. Strengthened rule of law and respect for human rights;

3. Improved local governance;
4. Improved women's human rights.

The target groups for this special objective include: (a) leaders and innovators in civil society groups that promote legal advocacy, human and women's rights; (b) leaders in governmental and non-governmental institutions focusing on legal reform and strengthening the rule of law; and (c) officials and leaders at the national, regional and local levels in government and the private sector, involved in developing new methods and approaches of decentralized governance and administration.

Key Results:

In early 2000, the mission launched its first activity, the "Women's Rights Advocacy Program," (WRAP) implemented by the International Human Rights Law Group (IHRLG), an international NGO. IHRLG initiated activities in: developing a legal literacy program; building NGO-partner capacity; establishing a women's rights resource center for NGOs in Rabat; and instituting a law student internship program. Communication between the grantee and the DWG have remained problematic.

The Mission also sponsored a three-day NGO advocacy training workshop, organized by a US contractor in collaboration with a coalition of Moroccan NGOs and four US advocacy PVOs. Members from 20 Moroccan Advocacy NGOs, the 4 American PVOs, and 2 foundations attended. The workshop provided Moroccan NGOs with training on strategic planning, effective advocacy, and organizational strengthening. This first workshop, and the launching of the Mission's small grants program, managed through the PAO, was used to better identify ANGO's needs and those NGOs willing to work with the USG. As a testimony to the value of the training, many of the participating ANGOs wrote successful proposals and received support from the Mission's small grants program (SGP). The SGP has been the post's primary tool for promoting Moroccan civil society. By the end of last fiscal year, more than \$200,000 was obligated in 15 individual grants to ANGOs.

In November 2000, the National Democratic Institute conducted a series of consultations to officially launch the Promoting Ethics in Government program. NDI received a grant to assist in the drafting, publishing and distribution of a clear, realistic code of ethics for government employees. This activity has now been fully staffed and operational since January.

In addition, USAID/Morocco's S05, (Economic Growth) is implementing a Rule of Law activity with the Ministry of Justice to support commercial and administrative courts. Progress is being reported in the SO5 R4.

Performance and Prospects:

Civil Society - Civil society participation in the decision making process has significantly increased in two key advocacy areas: 1) reform of the NGO legal framework; 2) freedom of expression. There is a healthy environment for increased participation. Throughout the year, journalists, NGOs, and human rights activists increased their calls on the Government to enact a new Public Liberties Law that regulates the press, associations, and public gatherings. Their

proposals were aimed at easing current restrictions and giving associations more freedom to organize, function, and raise funds. The DWG believes this to be a critical juncture, NGOs need training in advocacy and management in order to increase the development of a politically active civil society.

Rule of Law and Human Rights - Several factors indicate a healthy environment for strengthened ROL. The recent Parliamentary investigation of a national bank's corruption scandal and the establishment of a Ministerial-level Anti-corruption Working Group are two significant signs of the central administration's political will to face up to corruption.

The GOM generally respected the rights of its citizens in most areas; however, there were incidents of violence between the security forces and protesters in urban areas. Human Rights (HR) conditions in rural areas are rarely reported to the national levels. The DWG has agreed to support a program that links local, regional, and national HR organizations in order to better monitor and report human rights abuses.

Improved local governance - The King has made clear his intention to see responsibilities, authorities, and resources devolve to the local level as a means of enhancing citizen participation in the political, social, and economic life of the country. USAID's decentralization activities, implemented by the CCT team, positively influenced legislative reforms in the Ministry of Finance and the creation of a new local government charter. The DWG has agreed to a scope of work and budget for a decentralization activity in FY2001 that will develop a local government framework and provide training in pilot regions to improve local governance.

In spring 2001, in addition to continuing WRAP, the Mission will implement the next set of activities under the Special Objective. These include, among other things:

1. Providing advocacy and strategic management workshops for NGOs;
2. Assisting the government in the drafting and implementation of a Code of Ethics;
3. Working with HR NGOs to improve monitoring and reporting skills;
4. Strengthening local democracy by assessing/diagnosing trends in decentralization, improving the managerial capacity of local leaders, and developing a model for the participatory management of local affairs.

Progress in all activities - as well as overall impact on democratization - will be assessed periodically. In late March 2001, a Democracy Fellow in G/DG working on performance measurement and evaluation, will assist mission staff in developing a plan for qualitatively assessing current programs and evaluating their contribution to program objectives.

An assessment of the Moroccan political environment -- progress of democratic reform efforts to date, as well as impediments to change -- with particular emphasis on the four targeted areas in the SpO is scheduled for March 2001 with the report finalized and submitted in May. This is essentially an up-dating of the 1998 "Democracy Assessment of Morocco."

Possible Adjustments to Plans:

In early 2001, the DWG agreed to support elections activities as part of its existing program. Morocco's national parliamentary elections scheduled for Fall 2002, provide an opportunity to support a high visibility event that could have significant implications for the democratic process. The activities under discussion will include technical assistance and training in four areas: 1)Electoral code reform; 2)Political Party and Parliamentarian strengthening, including the promotion of women's participation; 3)Voter Education; 4)Domestic Elections monitoring.

Assuming that the Democracy climate in Morocco remains supportive, the Mission anticipates developing a full strategic objective in DG with continued funding for a USPSC, for Washington approval as part of the mid-course strategy review planned in FY2002.

Other Donor Programs:

Governance is a key priority of the UN agencies, which maintain activities to modernize public administration and governance, strengthen local governance, and establish a human rights center. The World Bank supports administrative reform, anti-corruption activities within the central administration, and is planning a large decentralization project. The European Union, the French Development Agency, the Japanese Development Agency, the German Development Agency and the German foundations provide support to civil society, but not with a specific focus on DG.

Major Contractors and Grantees:

The National Democratic Institute, a grantee, is working to assist the GOM in drafting a code of ethics for government employees. The International Human Rights Law Group, a grantee managed by G D/G, is working to promote women's legal advocacy.

R4 Part III: Resource Request

A. Rationale for Program Resource Level and SO Allocations

Overview: The combined Development Assistance (DA), Child Survival and Disease (CSD) and Economic Support Fund (ESF) request level for FY03 is \$13,700,000, which includes regional ESF for SO5 (Economic Growth) and SpO9 (Democracy/Governance), an increase in basic education activities under SpO8 (to be initiated in 2002 using HCD funds), as well as a small amount of DA funds for PD&L activities. It also reflects an increase in the funding level required to offset previous year's insufficient allocation for the water sector (SO6). However, the overall level remains consistent with the ANE Bureau's original CSP guidance, as subsequently modified based on the approval of the Mission's CSP Addendum in March 2000. FY03 is Year 5 and will follow the mid-point of USAID/Morocco's CSP review planned in FY02.

Proposed Changes from the FY01 and FY02 Budget Justification (BJ) Request Levels: Both SO5 (EG) and SpO9 (DG) ESF funds are not reflected in the BJ in order to avoid double notification, as instructed by ANE. Note that the mission mobilized additional resources in FY01, which will allow the achievement of higher levels of results. The additional resources include local currency (about \$3 million), generated through a 416(b) monetization program, and Development Credit Authority (up to \$2 million, involving 50% guarantee) for SO5 (EG). The requested level for FY02 is consistent with FY02 BJ (ESF excluded), but includes an additional \$1.2 million for the education activity and DCA for SO6 (Water).

Performance Basis of Request: In FY00, the Mission completed numerous detailed activity designs and contracting to implement the strategy. Hence, for most SOs/SpOs, there is no performance history under the new strategy, per se, upon which to base the FY03 budget request. However, as reported in Part II, the Mission achieved good overall performance of carry-over elements of our previous strategy. This, plus the strong sectoral linkages between the two strategies, provides a solid performance basis for the requested FY03 budget.

SO5 – EG: SO5 requests \$3.2 million in FY03 (ESF excluded); \$462,000 of this amount will be programmed for CCT activities. Activity implementation under the revised EG strategy (approved in March 2000) has just started. During this initial year of implementation, SO5 has a relatively heavy pipeline. However, the quick disbursing nature of the implementing mechanisms that are being used (e.g., IQCs, purchase orders and delivery orders for small value procurements) will result in rapid drawdown of pipeline in subsequent years. SO5 projects that there will be no significant pipeline beyond FY01. SO5 team also envisions to leverage additional DCA funds to support its activities in FY03.

SO6 – ENV: SO6 requests \$3.8 mil. in FY03 -- \$305,000 of which will be programmed for CCT activities. The balance will compensate for the \$1 million reduction in FY00 funding which is not offset by FY01 and FY02 planned budgets. Significant expenditures (estimated \$250,000 per month) will begin now that the SIWM contractor is in place. With the necessary fast start-up and early implementation of pilot activities (so that results can be disseminated), projected

expenditures will quickly exceed obligations. As a result, by September 2002, the pipeline will be less than \$500,000 – a two-month pipeline. This will require an early obligation in FY03 and, if the requested amount is not received, the achievement of planned results will be seriously jeopardized. The WRS project has completed its construction activities, resulting in a rapid drawdown of its pipeline (\$2.4 million as of 9/30/00). Monthly expenditures are expected to average \$150,000 in support of replication activities through the end of the contract in May 2002. The Mission will obligate \$554,000 from FY01 to fund dissemination and replication activities for WRS pilot projects to support SO6 objectives in the Souss-Massa. In FY03, the SO6 team may also request new DCA to mobilize additional resources.

SpO7 – PH: This SpO's activities will be fully funded in FY02. The increment of \$500,000 requested in FY03 will be programmed for CCT activities. In 2000, the teams responsible for the two components of the program worked with counterparts to develop detailed action plans and initiate key activities. By 2001, implementation of the SpO7 program will be fully underway, and in FY02, the project will be at its maximum level of implementation. Virtually, all commodity purchases for SpO7 will have been made by 2003, including all equipment needed for the emergency obstetrical care element of the program. Thus, given the ambitious nature of the results packages, USAID/Morocco anticipates no pipeline issues.

SpO8 – ED: The budget request is \$2.9 million for FY03 -- \$458,000 of which will be programmed for CCT activities. FY03 will be the last obligation for the MEG activity, which will close-out in FY04. The requested amount will be used to expand MEG Model applications to pilot sites in most provinces of the SMD, as well as to other provinces, and to continue to implement an education decentralization activity. FY02 will be a crucial time for expansion of the Model application and for provincial/local capacity building to achieve sustainability. A projected pipeline of about \$2.7 million at the end of FY02 will support implementation over an 18-month period. If the FY03 requested level is not received, effective demonstration of the Model will be jeopardized. This is a critical step before national level dissemination.

SpO9 – D/G: SpO9 was approved in March 2000 for a two-year period, funded by ESF from the regional Middle-East Democracy activity. A review of progress under the SpO will be completed by June 2001. In anticipation of continued positive developments in this sector, and the successful implementation of several small-scale, experimental activities, the Mission and the Embassy's Democracy Working Group (DWG) propose a continuation of ESF in FY02 for DG activities in Morocco. This will enable us to build upon successes achieved in the first two years of the SpO, and target areas with greatest potential for increasing democratization. The requested level for FY03 is \$1.2 million. As approval of this SpO was received in March 2000 and activity started later in FY00, expenditures are only beginning to accrue. However, the Mission does not expect to encounter major pipeline problems.

Crosscutting Themes (CCT): As decided during the March 2000 CSP Strategy Addendum review, the CCT team started to implement activities related to integrated community development. In FY01, new activities will target gender integration training, some aspect of the local participatory development planning, and other activities aimed at increasing SO and SpO results in the SMD. To achieve planned CCT results, CSP-approved level of funding for FYs 00 and 01 will be supplemented with other Mission resources, as agreed. The request levels are

\$1,190,000 in FY02 and \$1,725,000 in FY03. A pipeline of \$1.5 million is estimated at the end of FY01. As CCT activities represent a critical component of the Mission's SMD regional strategy, insufficient funding in FY02 and FY03 will negatively impact results achieved across the program.

Program Development & Learning (PD&L): Mission requests an amount of \$300,000 in FY03 to conduct strategic assessments which will be necessary to address mid-term review concerns.

B. Relationship of Budget Request Staff and Levels

Staff: The latest USDH workforce level allotted by USAID/W through FY03 is adequate to administer and support the Mission's two strategic objectives and three special objectives, and to perform the necessary administrative and management functions. The Mission ended FY2000 with a total workforce of 60 (exclusive of RUDO), of which 12 were program funded. This level, even with a number of internal adjustments to increase our efficiency, will drop to 59 in FY01, 58 in FY02 and 57 in FY03.

- SpO7 (PH) level reflects a reduction of a U.S. fellow in FY01.
- SPO8 (ED) will drop the TAACS position in the third quarter of FY01.
- The Management Office will eliminate program funded USPSC Contract Specialist position in FY02, thus reducing costs to the three SOs and SpOs.
- The Management Office will also eliminate a FSN PSC Librarian position in FY03.

The reduction of the US PSC Contract Specialist will result in significant cost savings to the project funded activities of the three SOs and SpOs. OE budget will have a slight impact on savings from the elimination of the FSN PSC Librarian position.

Operating Expenses: During FY 01 the Mission fully expects to operate within the planned level of \$2,695,700 despite encountering a prolonged medical evacuation and an unscheduled USDH departure to Washington for LT training. Cost savings are being achieved through postponed procurements, a renegotiated computer maintenance contract and lower ICASS charges. The proposed FY 02 level of \$2,746,200 reflects a moderate increase from FY 01 to absorb equipment procurements, but is below the previously requested level of \$2,807,500. The FY 02 mission operating budget benefits from the recognition of a steady decline in the value of the Moroccan dirham against the dollar and no scheduled USDH transfers. The proposed FY 03 level of \$2,795,000 represents an increased requirement to meet the normal operating costs associated with three scheduled USDH transfers, including significant educational fees for first year school enrollment. Nevertheless, the proposed FY 03 level remains below the previously requested FY 02 level. The OE resources requested in this document demonstrate the Mission's ability to manage the budget within reasonable levels. Further efficiencies are anticipated as Special Objectives in Education and Health/Population are phased out in FY 04. Support costs required to administer these programs are expected to decrease correspondingly, with the expectation of declining OE requirements in FY 05.

ENV Sub-Directive Amounts for FY 2001 Request

COUNTRY:		MOROCCO				
S.O. # , Title	Total	Global climate change	Biodiversity	Environmentally sound energy	Urban and pollution prevention	Natural resource management
SO 006: Improved Water Resources Management in the Souss-Massa River Basin	1,500					1,500
TOTAL PROGRAM	1,500	0	0	0	0	1,500

[List of Objective ID numbers](#)

ENV Sub-Directive Amounts for FY 2002 Request

COUNTRY:		MOROCCO				
S.O. # , Title	Total	Global climate change	Biodiversity	Environmentally sound energy	Urban and pollution prevention	Natural resource management
SO 006: Improved Water Resources Management in the Souss-Massa River Basin	1,500					1,500
TOTAL PROGRAM	1,500	0	0	0	0	1,500

[List of Objective ID numbers](#)

ENV Sub-Directive Amounts for FY 2002 ALT Request

COUNTRY:		MOROCCO				
S.O. # , Title	Total	Global climate change	Biodiversity	Environmentally sound energy	Urban and pollution prevention	Natural resource management
SO 006: Improved Water Resources Management in the Souss-Massa River Basin	1,500					1,500
TOTAL PROGRAM	1,500	0	0	0	0	1,500

[List of Objective ID numbers](#)

ENV Sub-Directive Amounts for FY 2003 Request

COUNTRY:		MOROCCO				
S.O. # , Title	Total	Global climate change	Biodiversity	Environmentally sound energy	Urban and pollution prevention	Natural resource management
SO 006: Improved Water Resources Management in the Souss-Massa River Basin	3,805					3,805
TOTAL PROGRAM	3,805	0	0	0	0	3,805

[List of Objective ID numbers](#)

CSD Sub-Directive Amounts for FY 2001 Request

COUNTRY:	MOROCCO									
S.O. # , Title	Total	Child Survival/Maternal Health			Vulnerable Children		Other Infectious Diseases*			
		Primary causes	Polio	Micronutrients	DCOF	HIV/AIDS	TB	Malaria	"Other"	
SpO 007: Key Interventions Promote Sustainability of Population, Health and Nutrition Programs in Morocco										
CSD	3,600	3,000		600						
Other	0									
	3,600	3,000	0	600			0	0	0	
Total CSD	3,600	3,000	0				0	0	0	
Total Other	0	0	0				0	0	0	
TOTAL PROGRAM	3,600	3,000	0	600			0	0	0	

*Note: All funding for Malaria should now come from Infectious Diseases

CSD Sub-Directive Amounts for FY 2002 Request

COUNTRY:	MOROCCO								
S.O. # , Title	Total	Child Survival/Maternal Health			Vulnerable Children		Other Infectious Diseases*		
		Primary causes	Polio	Micronutrients	DCOF	HIV/AIDS	TB	Malaria	"Other"
SpO 007: Key Interventions Promote Sustainability of Population, Health and Nutrition Programs in Morocco									
CSD	3,100	2,500		600					
Other	0								
	3,100	2,500	0				0	0	0
Total CSD	3,100	2,500	0				0	0	0
Total Other	0	0	0				0	0	0
TOTAL PROGRAM	3,100	2,500	0				0	0	0

*Note: All funding for Malaria should now come from Infectious Diseases

CSD Sub-Directive Amounts for FY 2002 ALT Request

COUNTRY:	MOROCCO								
S.O. # , Title	Total	Child Survival/Maternal Health			Vulnerable Children		Other Infectious Diseases*		
		Primary causes	Polio	Micronutrients	DCOF	HIV/AIDS	TB	Malaria	"Other"
SpO 007: Key Interventions Promote Sustainability of Population, Health and Nutrition Programs in Morocco									
CSD	3,100	2,500		600					
Other	0								
	3,100	2,500	0				0	0	0
Total CSD	3,100	2,500	0				0	0	0
Total Other	0	0	0				0	0	0
TOTAL PROGRAM	3,100	2,500	0				0	0	0

*Note: All funding for Malaria should now come from Infectious Diseases

CSD Sub-Directive Amounts for FY 2003 Request

COUNTRY:	MOROCCO								
S.O. # , Title	Total	Child Survival/Maternal Health			Vulnerable Children		Other Infectious Diseases*		
		Primary causes	Polio	Micronutrients	DCOF	HIV/AIDS	TB	Malaria	"Other"
SpO 007: Key Interventions Promote Sustainability of Population, Health and Nutrition Programs in Morocco									
CSD	500	500							
Other	0								
	500	500	0				0	0	0
Total CSD	500	500	0				0	0	0
Total Other	0	0	0				0	0	0
TOTAL PROGRAM	500	500	0				0	0	0

*Note: All funding for Malaria should now come from Infectious Diseases

FY 2001 Budget Request by Program/Country

Fiscal Year: 2001 Program/Country: USAID /MOROCCO
 Approp: DA/CSD
 Scenario:

FY 2001 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2001
SO 005: Increased Opportunities for Domestic and Foreign Investment															
Bilateral	3,787	3,035		3,035										4,290	2,532
Field Spt														0	0
	3,787	3,035	0	3,035	0	0	0	0	0	0	0	0	0	4,290	2,532
SO 006: Improved Water Resources Management in the Souss-Massa River Basin															
Bilateral	2,906	1,500										1,500		2,600	1,806
Field Spt														0	0
	2,906	1,500	0	0	0	0	0	0	0	0	0	1,500	0	2,600	1,806
SpO 007: Key Interventions Promote Sustainability of Population, Health and Nutrition Programs															
Bilateral	2,380	3,994					1,300	2,694						4,010	2,364
Field Spt	2,000	1,500					700	800						2,000	1,500
	4,380	5,494	0	0	0	0	2,000	3,494	0	0	0	0	0	6,010	3,864
SpO 008: Increased Attainment of Basic Education Among Girls in Selected Rural Provinces															
Bilateral	3,937	1,708			1,508	200								2,100	3,545
Field Spt	1,000													1,000	0
	4,937	1,708	0	0	1,508	200	0	0	0	0	0	0	0	3,100	3,545
Total Bilateral	13,010	10,237	0	3,035	1,508	200	1,300	2,694	0	0	0	1,500	0	13,000	10,247
Total Field Support	3,000	1,500	0	0	0	0	700	800	0	0	0	0	0	3,000	1,500
TOTAL PROGRAM	16,010	11,737	0	3,035	1,508	200	2,000	3,494	0	0	0	1,500	0	16,000	11,747

FY 2001 Request Agency Goal Totals

Econ Growth	3,035
Democracy	0
HCD	1,708
PHN	5,494
Environment	1,500
GCC (from all Goals)	0

FY 2001 Account Distribution (DA only)

DA Program Total	6,735
CSD Program Total	5,002
TOTAL	11,737

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2002 Budget Request by Program/Country

Fiscal Year: 2002 Program/Country: USAID /MOROCCO
 Approp: DA/CSD
 Scenario:

FY 2002 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002
SO 005: Increased Opportunities for Domestic and Foreign Investment															
Bilateral	2,532	2,685		2,685										3,405	1,812
Field Spt	0	0												0	0
	2,532	2,685	0	2,685	0	0	0	0	0	0		0	0	3,405	1,812
SO 006: Improved Water Resources Management in the Souss-Massa River Basin															
Bilateral	1,806	1,500										1,500		2,782	524
Field Spt	0	0												0	0
	1,806	1,500	0	0	0	0	0	0	0	0		1,500	0	2,782	524
SpO 007: Key Interventions Promote Sustainability of Population, Health and Nutrition Programs															
Bilateral	2,364	3,700					1,350	2,350						3,110	2,954
Field Spt	1,500	1,400					650	750						1,500	1,400
	3,864	5,100	0	0	0	0	2,000	3,100	0	0		0	0	4,610	4,354
SpO 008: Increased Attainment of Basic Education Among Girls in Selected Rural Provinces															
Bilateral	3,545	3,028			1,528	1,500								3,320	3,253
Field Spt	0	0												0	0
	3,545	3,028	0	0	1,528	1,500	0	0	0	0		0	0	3,320	3,253
Program Development & Learning															
Bilateral		200		200										100	100
Field Spt		0												0	0
	0	200	0	200	0	0	0	0	0	0		0	0	100	100
Total Bilateral	10,247	11,113	0	2,885	1,528	1,500	1,350	2,350	0	0		1,500	0	12,717	8,643
Total Field Support	1,500	1,400	0	0	0	0	650	750	0	0		0	0	1,500	1,400
TOTAL PROGRAM	11,747	12,513	0	2,885	1,528	1,500	2,000	3,100	0	0		1,500	0	14,217	10,043

FY 2002 Request Agency Goal Totals	
Econ Growth	2,885
Democracy	0
HCD	3,028
PHN	5,100
Environment	1,500
GCC (from all Goals)	0

FY 2002 Account Distribution (DA only)	
DA Program Total	7,885
CSD Program Total	4,628
TOTAL	12,513

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
 Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2002 ALT Budget Request by Program/Country

Fiscal Year: 2002 ALT Program/Country: USAID /MOROCCO
 Approp: DA/CSD
 Scenario:

FY 2002 ALT Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002 ALT
SO 005: Increased Opportunities for Domestic and Foreign Investment															
Bilateral	2,532	2,685		2,685										3,405	1,812
Field Spt	0	0												0	0
	2,532	2,685	0	2,685	0	0	0	0	0	0		0	0	3,405	1,812
SO 006: Improved Water Resources Management in the Souss-Massa River Basin															
Bilateral	1,806	1,500										1,500		2,782	524
Field Spt	0	0												0	0
	1,806	1,500	0	0	0	0	0	0	0	0		1,500	0	2,782	524
SpO 007: Key Interventions Promote Sustainability of Population, Health and Nutrition Programs in Morocco															
Bilateral	2,364	3,700					1,350	2,350						3,110	2,954
Field Spt	1,500	1,400					650	750						1,500	1,400
	3,864	5,100	0	0	0	0	2,000	3,100	0	0		0	0	4,610	4,354
SpO 008: Increased Attainment of Basic Education Among Girls in Selected Rural Provinces															
Bilateral	3,545	3,028			1,528	1,500								3,320	3,253
Field Spt	0	0												0	0
	3,545	3,028	0	0	1,528	1,500	0	0	0	0		0	0	3,320	3,253
Program Development & Learning															
Bilateral	0	200		200										100	100
Field Spt	0	0												0	0
	0	200	0	200	0	0	0	0	0	0		0	0	100	100
Total Bilateral	10,247	11,113	0	2,885	1,528	1,500	1,350	2,350	0	0		1,500	0	12,717	8,643
Total Field Support	1,500	1,400	0	0	0	0	650	750	0	0		0	0	1,500	1,400
TOTAL PROGRAM	11,747	12,513	0	2,885	1,528	1,500	2,000	3,100	0	0		1,500	0	14,217	10,043

FY 2002 ALT Request Agency Goal Totals	
Econ Growth	2,885
Democracy	0
HCD	3,028
PHN	5,100
Environment	1,500
GCC (from all Goals)	0

FY 2002 ALT Account Distribution (DA only)	
DA Program Total	7,885
CSD Program Total	4,628
TOTAL	12,513

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
 Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2003 Budget Request by Program/Country

Fiscal Year: 2003 Program/Country: USAID /MOROCCO
 Approp: DA/CSD
 Scenario:

FY 2003 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2003
SO 005: Increased Opportunities for Domestic and Foreign Investment															
Bilateral	1,812	3,215		3,215										2,905	2,122
Field Spt	0	0												0	0
	1,812	3,215	0	3,215	0	0	0	0	0	0	0	0	0	2,905	2,122
SO 006: Improved Water Resources Management in the Souss-Massa River Basin															
Bilateral	524	3,805										3,805		3,365	964
Field Spt	0	0												0	0
	524	3,805	0	0	0	0	0	0	0	0	0	3,805	0	3,365	964
SpO 007: Key Interventions Promote Sustainability of Population, Health and Nutrition Programs in Morocco															
Bilateral	2,954	500						500						2,050	1,404
Field Spt	1,400	0												1,400	0
	4,354	500	0	0	0	0	0	500	0	0	0	0	0	3,450	1,404
SpO 008: Increased Attainment of Basic Education Among Girls in Selected Rural Provinces															
Bilateral	3,253	2,912			1,612	1,300								4,068	2,097
Field Spt	0	0			0									0	0
	3,253	2,912	0	0	1,612	1,300	0	0	0	0	0	0	0	4,068	2,097
Program Development & Learning															
Bilateral	100	300		300										300	100
Field Spt	0	0												0	0
	100	300	0	300	0	0	0	0	0	0	0	0	0	300	100
Total Bilateral	8,643	10,732	0	3,515	1,612	1,300	0	500	0	0		3,805	0	12,688	6,687
Total Field Support	1,400	0	0	0	0	0	0	0	0	0		0	0	1,400	0
TOTAL PROGRAM	10,043	10,732	0	3,515	1,612	1,300	0	500	0	0		3,805	0	14,088	6,687

FY 2003 Request Agency Goal Totals	
Econ Growth	3,515
Democracy	0
HCD	2,912
PHN	500
Environment	3,805
GCC (from all Goals)	0

FY 2003 Account Distribution (DA only)	
DA Program Total	8,620
CSD Program Total	2,112
TOTAL	10,732

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2001 Budget Request by Program/Country

Fiscal Year: 2001 Program/Country:
 Approp: ESF
 Scenario:

FY 2001 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2001
SO 5: Increased Opportunities for Domestic and Foreign Investment															
Bilateral	900	1,300		1,300										1,100	1,100
Field Spt		0												0	0
	900	1,300	0	1,300	0	0	0	0	0	0		0	0	1,100	1,100
SpO 9: Democracy and Governance															
Bilateral	288	2,770											2,770	510	2,548
Field Spt		0												0	0
	288	2,770	0	0	0	0	0	0	0	0		0	2,770	510	2,548
Total Bilateral	1,188	4,070	0	1,300	0	0	0	0	0	0	0	0	2,770	1,610	3,648
Total Field Support	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM	1,188	4,070	0	1,300	0	0	0	0	0	0	0	0	2,770	1,610	3,648

FY 2001 Request Agency Goal Totals

Econ Growth	1,300
Democracy	2,770
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2001 Account Distribution (DA only)

DA Program Total	4,070
CSD Program Total	0
TOTAL	4,070

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2002 Budget Request by Program/Country

Fiscal Year: 2002 Program/Country:
 Approp: ESF
 Scenario:

FY 2002 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002
SO 5: Increased Opportunities for Domestic and Foreign Investment															
Bilateral	1,100	1,300		1,300				0						1,200	1,200
Field Spt	0	0												0	0
	1,100	1,300	0	1,300	0	0	0	0	0	0		0	0	1,200	1,200
SpO 9: Democracy and Governance															
Bilateral	2,548	1,400											1,400	1,880	2,068
Field Spt	0	0												0	0
	2,548	1,400	0	0	0	0	0	0	0	0		0	1,400	1,880	2,068
Total Bilateral	3,648	2,700	0	1,300	0	0	0	0	0	0	0	0	1,400	3,080	3,268
Total Field Support	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM	3,648	2,700	0	1,300	0	0	0	0	0	0	0	0	1,400	3,080	3,268

FY 2002 Request Agency Goal Totals	
Econ Growth	1,300
Democracy	1,400
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2002 Account Distribution (DA only)	
DA Program Total	2,700
CSD Program Total	0
TOTAL	2,700

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
 Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2002 ALT Budget Request by Program/Country

Fiscal Year: 2002 ALT Program/Country:
 Approp: ESF
 Scenario:

FY 2002 ALT Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002 ALT
SO 5: Increased Opportunities for Domestic and Foreign Investment															
Bilateral	1,100	1,300		1,300										1,200	1,200
Field Spt	0	0												0	0
	1,100	1,300	0	1,300	0	0	0	0	0	0		0	0	1,200	1,200
SpO 9: Democracy and Governance															
Bilateral	2,548	1,400											1,400	1,880	2,068
Field Spt		0												0	0
	2,548	1,400	0	0	0	0	0	0	0	0		0	1,400	1,880	2,068
Total Bilateral	3,648	2,700	0	1,300	0	0	0	0	0	0	0	0	1,400	3,080	3,268
Total Field Support	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM	3,648	2,700	0	1,300	0	0	0	0	0	0	0	0	1,400	3,080	3,268

FY 2002 ALT Request Agency Goal Totals	
Econ Growth	1,300
Democracy	1,400
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2002 ALT Account Distribution (DA only)	
DA Program Total	2,700
CSD Program Total	0
TOTAL	2,700

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
 Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2003 Budget Request by Program/Country

Fiscal Year: 2003 Program/Country:
 Approp: ESF
 Scenario:

FY 2003 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2003
SO 5: Increased Opportunities for Domestic and Foreign Investment															
Bilateral	1,200	1,300		1,300										1,200	1,300
Field Spt	0	0												0	0
	1,200	1,300	0	1,300	0	0	0	0	0	0		0	0	1,200	1,300
SpO 9: Democracy and Governance															
Bilateral	2,068	1,700											1,700	2,100	1,668
Field Spt	0	0												0	0
	2,068	1,700	0	0	0	0	0	0	0	0		0	1,700	2,100	1,668
Total Bilateral	3,268	3,000	0	1,300	0	0	0	0	0	0	0	0	1,700	3,300	2,968
Total Field Support	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM	3,268	3,000	0	1,300	0	0	0	0	0	0	0	0	1,700	3,300	2,968

FY 2003 Request Agency Goal Totals	
Econ Growth	1,300
Democracy	1,700
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2003 Account Distribution (DA only)	
DA Program Total	3,000
CSD Program Total	0
TOTAL	3,000

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
 Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2001 Budget Request by Program/Country

Fiscal Year: 2001 Program/Country:
 Approp: FSA
 Scenario:

FY 2001 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2001
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 3:															
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4:															
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:															
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

FY 2001 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2001 Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
 Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2002 Budget Request by Program/Country

Fiscal Year: 2002 Program/Country:
 Approp: FSA
 Scenario:

FY 2002 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 3:															
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4:															
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:															
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

FY 2002 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2002 Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
 Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2002 ALT Budget Request by Program/Country

Fiscal Year: 2002 ALT Program/Country:
 Approp: FSA
 Scenario:

FY 2002 ALT Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002 ALT
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 3:															
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4:															
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:															
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

FY 2002 ALT Request Agency Goal Totals

Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2002 ALT Account Distribution (DA only)

DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2003 Budget Request by Program/Country

Fiscal Year: 2003 Program/Country:
 Approp: FSA
 Scenario:

FY 2003 Request															
S.O. #, Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2003
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 3:															
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4:															
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:															
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

FY 2003 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2003 Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
 Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2001 Budget Request by Program/Country

Fiscal Year: 2001 **Program/Country:**
Approp: AEED
Scenario:

FY 2001 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2001
Bilateral Field Spt		0						0							0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0		0	0	0	0

FY 2001 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2001 Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2002 Budget Request by Program/Country

Fiscal Year: 2002 Program/Country:
 Approp: AEEB
 Scenario:

FY 2002 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 3:															
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4:															
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:															
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

FY 2002 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2002 Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
 Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2002 ALT Budget Request by Program/Country

Fiscal Year: 2002 ALT Program/Country:
 Approp: AEEB
 Scenario:

FY 2002 ALT Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002 ALT
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 3:															
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4:															
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:															
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

FY 2002 ALT Request Agency Goal Totals

Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2002 ALT Account Distribution (DA only)

DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2003 Budget Request by Program/Country

Fiscal Year: 2003 Program/Country:
 Approp: AEEB
 Scenario:

FY 2003 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2003
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 3:															
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4:															
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:															
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

FY 2003 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2003 Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
 Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

Washington and Overseas Workforce Tables

USAID/Morocco End of year On-Board																
FY 2001 Estimate	EG SO 5	ENV SO 6	PH SO 7	EDUC SPO8	DG SPO9			Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded: 1/ U.S. Direct Hire	1	1	0	0	0			2	3	1	1	0			5	7
Other U.S. Citizens	0	0	0	1	0			1	0	0	1	0			1	2
FSN/TCN Direct Hire	0	1	1	1	0			3	1	1	3	0			5	8
Other FSN/TCN	1	1	1	1	0			4	3	4	17	0			24	28
Subtotal	2	3	2	3	0	0	0	10	7	6	22	0	0	0	35	45
Program Funded 1/ U.S. Citizens	0	0	0	0	1			1	0	0	0	1			1	2
FSNs/TCNs	3	1	2	1	0			7	0	2	0	1			3	10
Subtotal	3	1	2	1	1	0	0	8	0	2	0	2	0	0	4	12
Total Direct Workforce	5	4	4	4	1	0	0	18	7	8	22	2	0	0	39	57
TAACS	0	0	1	1	0			2	0	0	0	0			0	2
Fellows	0	0	0	0	0			0	0	0	0	0			0	0
NEPs								0							0	0
Subtotal	0	0	1	1	0	0	0	2	0	0	0	0	0	0	0	2
TOTAL WORKFORCE	5	4	5	5	1	0	0	20	7	8	22	2	0	0	39	59

Washington and Overseas Workforce Tables

USAID/Morocco End of year On-Board																
FY 2002 Target	EG SO5	ENV SO6	PH SPO7	EDUC SPO8	DG SPO9			Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded: 1/																
U.S. Direct Hire	1	1	0	0	0			2	3	1	1	0			5	7
Other U.S. Citizens	0	0	0	0	0			0	0	0	1	0			1	1
FSN/TCN Direct Hire	0	1	1	1	0			3	1	2	3	0			6	9
Other FSN/TCN	1	1	1	1	0			4	4	3	17	0			24	28
Subtotal	2	3	2	2	0	0	0	9	8	6	22	0	0	0	36	45
Program Funded 1/																
U.S. Citizens	0	0	0	1	1			2	0	0	0	0			0	2
FSNs/TCNs	3	1	2	1	0			7	0	2	0	1			3	10
Subtotal	3	1	2	2	1	0	0	9	0	2	0	1	0	0	3	12
Total Direct Workforce	5	4	4	4	1	0	0	18	8	8	22	1	0	0	39	57
TAACS	0	0	1	0	0			1	0	0	0	0	0		0	1
Fellows	0	0	0	0	0			0	0	0	0	0	0		0	0
IDIs								0							0	0
Subtotal	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	1
TOTAL WORKFORCE	5	4	5	4	1	0	0	19	8	8	22	1	0	0	39	58

Washington and Overseas Workforce Tables

USAID/Morocco End of year On-Board								Total SO/SpO Staff							Total Mgmt.	Total Staff	
FY 2003 Target	EG SO5	ENV SO6	PH SPO7	EDUC SPO8	DG SPO9				Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other			
OE Funded: 1/ U.S. Direct Hire	1	1	0	0	0			2	3	1	1	0				5	7
Other U.S. Citizens	0	0	0	0	0			0	0	0	1	0				1	1
FSN/TCN Direct Hire	0	1	1	1	0			3	1	2	3	0				6	9
Other FSN/TCN	1	1	1	1	0			4	4	3	16	0				23	27
Subtotal	2	3	2	2	0	0	0	9	8	6	21	0	0	0	35	44	
Program Funded 1/ U.S. Citizens	0	1	0	1	1			3	0	0	0	0				0	3
FSNs/TCNs	3	0	2	1	0			6	0	2	0	1				3	9
Subtotal	3	1	2	2	1	0	0	9	0	2	0	1	0	0	3	12	
Total Direct Workforce	5	4	4	4	1	0	0	18	8	8	21	1	0	0	38	56	
TAACS	0	0	1	0	0			1	0	0	0	0				0	1
Fellows	0	0	0	0	0			0	0	0	0	0				0	0
IDIs								0								0	0
Subtotal	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	1	
TOTAL WORKFORCE	5	4	5	4	1	0	0	19	8	8	21	1	0	0	38	57	

Washington and Overseas Workforce Tables

USAID/Morocco End of year On-Board FY 2003 Request	EG SO 5	ENV SO 6	PH SO 7	EDU SPO8	DG SPO9			Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded: 1/																
U.S. Direct Hire	1	1	0	0	0			2	3	1	1	0			5	7
Other U.S. Citizens	0	0	0	0	0			0	0	0	1	0			1	1
FSN/TCN Direct Hire	0	1	1	1	0			3	1	2	3	0			6	9
Other FSN/TCN	1	1	1	1	0			4	4	3	16	0			23	27
Subtotal	2	3	2	2	0	0	0	9	8	6	21	0	0	0	35	44
Program Funded 1/																
U.S. Citizens	0	0	0	1	1			2	0	0	0	0			0	2
FSNs/TCNs	3	1	2	1	0			7	0	2	0	1			3	10
Subtotal	3	1	2	2	1	0	0	9	0	2	0	1	0	0	3	12
Total Direct Workforce	5	4	4	4	1	0	0	18	8	8	21	1	0	0	38	56
TAACS	0	0	1	0	0			1	0	0	0	0			0	1
Fellows	0	0	0	0	0			0	0	0	0	0			0	0
IDIs								0							0	0
Subtotal	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	1
TOTAL WORKFORCE	5	4	5	4	1	0	0	19	8	8	21	1	0	0	38	57

1/ Excludes TAACS, Fellows, and NEPs

TABLE MOROCCO03R2B_WF.XLS

USDH Staffing Requirements by Backstop, FY 2001 - FY 2004

Mission: Morocco

please fill in mission name

Occupational Backstop (BS)	Number of USDH Employees in Backstop in:			
	FY 2001	FY 2002	FY 2003	FY 2004
Senior Management				
SMG - 01	1	1	1	1
Program Management				
Program Mgt - 02	1	1	1	1
Project Dvpm Officer - 94	1	1	1	1
Support Management				
EXO - 03	1	1	1	1
Controller - 04	1	1	1	1
Legal - 85				
Commodity Mgt. - 92				
Contract Mgt. - 93				
Sector Management				
Agriculture - 10 & 14				
Economics - 11				
Democracy - 12				
Food for Peace - 15				
Private Enterprise - 21	1	1	1	1
Engineering - 25				
Environment - 40 & 75	1	1	1	1
Health/Pop. - 50				
Education - 60				
Total	7	7	7	7

GDOs: If you have a position that is currently designated a BS-12 GDO, list that position under the occupational backstop that most closely reflects the skills needed for the position.

RUDOs: do not forget to include those who were in UE-funded RUDO positions.

remaining **IDIs:** list under the occupational Backstop for the work they do.

Please e-mail this worksheet in Excel to: Maribeth Zankowski@HR.PPIM@aidw and to M. Cary Kauffman@HR.PPIM@aidw as well as include it with your R4 submission.

OPERATING EXPENSES

Org. Title: USAID/Morocco		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
Org. No: 23608		Dollars TF Total			Dollars TF Total			Dollars TF Total			Dollars TF Total		
OC													
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	280.0		280.0	288.6		288.6	304.7		304.7	304.7		304.7
	Subtotal OC 11.1	280.0	0.0	280.0	288.6	0.0	288.6	304.7	0.0	304.7	304.7	0.0	304.7
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0.0			0.0			0.0			0.0
11.5	FNDH	10.0		10.0	10.0		10.0	10.0		10.0	10.0		10.0
	Subtotal OC 11.5	10.0	0.0	10.0	10.0	0.0	10.0	10.0	0.0	10.0	10.0	0.0	10.0
71.5													
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	88.4		88.4	68.0		68.0	71.5		71.5	71.5		71.5
11.8	FN PSC Salaries	406.0		406.0	440.4		440.4	462.4		462.4	462.4		462.4
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0.0			0.0			0.0			0.0
	Subtotal OC 11.8	494.4	0.0	494.4	508.4	0.0	508.4	533.9	0.0	533.9	533.9	0.0	533.9
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	87.7		87.7	83.6		83.6	106.6		106.6	106.6		106.6
12.1	Cost of Living Allowances			0.0			0.0			0.0			0.0
12.1	Home Service Transfer Allowances			0.0			0.0			0.0			0.0
12.1	Quarters Allowances			0.0			0.0			0.0			0.0
12.1	Other Misc. USDH Benefits	0.7		0.7			0.0	2.1		2.1	2.1		2.1
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	* Payments to FSN Voluntary Separation Fund - FNDH			0.0			0.0			0.0			0.0
12.1	Other FNDH Benefits	158.7		158.7	164.1		164.1	174.3		174.3	174.3		174.3
12.1	US PSC Benefits			0.0			0.0			0.0			0.0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	* Payments to FSN Voluntary Separation Fund - FN PSC			0.0			0.0			0.0			0.0
12.1	Other FN PSC Benefits	282.0		282.0	300.1		300.1	312.3		312.3	312.3		312.3
12.1	IPA/Detail-In/PASA/RSSA Benefits			0.0			0.0			0.0			0.0
	Subtotal OC 12.1	529.1	0.0	529.1	547.8	0.0	547.8	595.3	0.0	595.3	595.3	0.0	595.3
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH			0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FNDH			0.0			0.0			0.0			0.0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs			0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FN PSCs			0.0			0.0			0.0			0.0
	Subtotal OC 13.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

OPERATING EXPENSES

Org. Title: USAID/Morocco		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
Org. No: 23608													
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	30.0		30.0	30.0		30.0	30.0		30.0	30.0		30.0
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field	8.6		8.6			0.0	22.7		22.7	22.7		22.7
21.0	Assignment to Washington Travel	8.6		8.6			0.0	8.5		8.5	8.5		8.5
21.0	Home Leave Travel	21.6		21.6	16.2		16.2	9.8		9.8	9.8		9.8
21.0	R & R Travel	10.0		10.0	12.4		12.4	5.8		5.8	5.8		5.8
21.0	Education Travel			0.0			0.0			0.0			0.0
21.0	Evacuation Travel	80.0		80.0	0.0		0.0	0.0		0.0			0.0
21.0	Retirement Travel			0.0			0.0			0.0			0.0
21.0	Pre-Employment Invitational Travel			0.0			0.0			0.0			0.0
21.0	Other Mandatory/Statutory Travel			0.0			0.0			0.0			0.0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel	25.0		25.0	30.0		30.0	20.0		20.0	20.0		20.0
21.0	Site Visits - Mission Personnel	50.0		50.0	50.0		50.0	50.0		50.0	50.0		50.0
21.0	Conferences/Seminars/Meetings/Retreats	25.9		25.9	27.1		27.1	28.5		28.5	28.5		28.5
21.0	Assessment Travel			0.0			0.0			0.0			0.0
21.0	Impact Evaluation Travel			0.0			0.0			0.0			0.0
21.0	Disaster Travel (to respond to specific disasters)			0.0			0.0			0.0			0.0
21.0	Recruitment Travel			0.0			0.0			0.0			0.0
21.0	Other Operational Travel	61.0		61.0	60.0		60.0	55.0		55.0	55.0		55.0
	Subtotal OC 21.0	320.7	0.0	320.7	225.7	0.0	225.7	230.3	0.0	230.3	230.3	0.0	230.3
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight	42.0		42.0			0.0	86.0		86.0	86.0		86.0
22.0	Home Leave Freight	11.1		11.1	11.6		11.6	4.1		4.1	4.1		4.1
22.0	Retirement Freight			0.0			0.0			0.0			0.0
22.0	Transportation/Freight for Office Furniture/Equip.	37.0		37.0	44.0		44.0	25.0		25.0	25.0		25.0
22.0	Transportation/Freight for Res. Furniture/Equip.	12.5		12.5	33.9		33.9	10.6		10.6	10.6		10.6
	Subtotal OC 22.0	102.6	0.0	102.6	89.5	0.0	89.5	125.7	0.0	125.7	125.7	0.0	125.7
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	82.5		82.5	88.1		88.1	98.3		98.3	98.3		98.3
23.2	Rental Payments to Others - Warehouse Space	10.0		10.0	10.0		10.0	10.7		10.7	10.7		10.7
23.2	Rental Payments to Others - Residences	123.1		123.1	124.6		124.6	125.1		125.1	125.1		125.1
	Subtotal OC 23.2	215.6	0.0	215.6	222.7	0.0	222.7	234.1	0.0	234.1	234.1	0.0	234.1
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	24.0		24.0	25.2		25.2	26.5		26.5	26.5		26.5
23.3	Residential Utilities	50.0		50.0	50.8		50.8	53.3		53.3	53.3		53.3
23.3	Telephone Costs	45.0		45.0	46.9		46.9	49.2		49.2	49.2		49.2
23.3	IT Software Leases			0.0			0.0			0.0			0.0
23.3	IT Hardware Lease			0.0			0.0			0.0			0.0
23.3	Commercial Time Sharing			0.0			0.0			0.0			0.0
23.3	Postal Fees (Other than APO Mail)			0.0			0.0			0.0			0.0
23.3	Other Mail Service Costs	3.0		3.0	3.2		3.2	3.3		3.3	3.3		3.3
23.3	Courier Services			0.0			0.0			0.0			0.0

OPERATING EXPENSES

Org. Title: USAID/Morocco												
Org. No: 23608												
OC	FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
Subtotal OC 23.3	122.0	0.0	122.0	126.1	0.0	126.1	132.3	0.0	132.3	132.3	0.0	132.3
24.0 Printing and Reproduction	12.0		12.0	12.6		12.6	13.2		13.2	13.2		13.2
Subtotal OC 24.0	12.0	0.0	12.0	12.6	0.0	12.6	13.2	0.0	13.2	13.2	0.0	13.2
25.1 Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1 Studies, Analyses, & Evaluations	22.0		22.0	25.0		25.0	11.0		11.0	11.0		11.0
25.1 Management & Professional Support Services	60.0		60.0	60.0		60.0	60.0		60.0	60.0		60.0
25.1 Engineering & Technical Services			0.0			0.0			0.0			0.0
Subtotal OC 25.1	82.0	0.0	82.0	85.0	0.0	85.0	71.0	0.0	71.0	71.0	0.0	71.0
25.2 Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2 Office Security Guards	68.5		68.5	71.9		71.9	75.5		75.5	75.5		75.5
25.2 Residential Security Guard Services	16.3		16.3	17.1		17.1	18.0		18.0	18.0		18.0
25.2 Official Residential Expenses	3.5		3.5	3.5		3.5	3.5		3.5	3.5		3.5
25.2 Representation Allowances	0.8		0.8	1.0		1.0	1.0		1.0	1.0		1.0
25.2 Non-Federal Audits			0.0			0.0			0.0			0.0
25.2 Grievances/Investigations			0.0			0.0			0.0			0.0
25.2 Insurance and Vehicle Registration Fees	4.0		4.0	4.2		4.2	4.4		4.4	4.4		4.4
25.2 Vehicle Rental			0.0			0.0			0.0			0.0
25.2 Manpower Contracts			0.0			0.0			0.0			0.0
25.2 Records Declassification & Other Records Services			0.0			0.0			0.0			0.0
25.2 Recruiting activities			0.0			0.0			0.0			0.0
25.2 Penalty Interest Payments			0.0			0.0			0.0			0.0
25.2 Other Miscellaneous Services	20.0		20.0	21.0		21.0	22.1		22.1	22.1		22.1
25.2 Staff training contracts	15.0		15.0	15.0		15.0	15.0		15.0	15.0		15.0
25.2 IT related contracts			0.0			0.0			0.0			0.0
Subtotal OC 25.2	128.1	0.0	128.1	133.7	0.0	133.7	139.5	0.0	139.5	139.5	0.0	139.5
25.3 Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3 ICASS	115.0		115.0	121.0		121.0	127.0		127.0	127.0		127.0
25.3 All Other Services from Other Gov't. accounts			0.0			0.0			0.0			0.0
Subtotal OC 25.3	115.0	0.0	115.0	121.0	0.0	121.0	127.0	0.0	127.0	127.0	0.0	127.0
25.4 Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4 Office building Maintenance	33.3		33.3	36.2		36.2	37.7		37.7	37.7		37.7
25.4 Residential Building Maintenance	50.0		50.0	55.0		55.0	60.0		60.0	60.0		60.0
Subtotal OC 25.4	83.3	0.0	83.3	91.2	0.0	91.2	97.7	0.0	97.7	97.7	0.0	97.7
25.6 Medical Care	0.5			0.3			0.5			0.5		
Subtotal OC 25.6	0.5	0.0	0.5	0.3	0.0	0.3	0.5	0.0	0.5	0.5	0.0	0.5
25.7 Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7 IT and telephone operation and maintenance costs	15.0		15.0	7.5		7.5	7.8		7.8	7.8		7.8
25.7 Storage Services												0.0

OPERATING EXPENSES

Org. Title: USAID/Morocco		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
Org. No: 23608		Dollars TF Total			Dollars TF Total			Dollars TF Total			Dollars TF Total		
OC													
25.7	Office Furniture/Equip. Repair and Maintenance	10.0		10.0	10.5		10.5	11.0		11.0	11.0		11.0
25.7	Vehicle Repair and Maintenance	10.0		10.0	10.5		10.5	11.0		11.0	11.0		11.0
25.7	Residential Furniture/Equip. Repair and Maintenance	5.0		5.0	5.3		5.3	5.5		5.5	5.5		5.5
	Subtotal OC 25.7	40.0	0.0	40.0	33.8	0.0	33.8	35.3	0.0	35.3	35.3	0.0	35.3
25.8	Subsistence & spt. of persons (by contract or Gov't.)			0.0			0.0			0.0			0.0
	Subtotal OC 25.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
26.0	Supplies and materials	95.4		95.4	97.8		97.8	103.0		103.0	103.0		103.0
	Subtotal OC 26.0	95.4	0.0	95.4	97.8	0.0	97.8	103.0	0.0	103.0	103.0	0.0	103.0
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	10.0		10.0	32.0		32.0	10.0		10.0	10.0		10.0
31.0	Purchase of Office Furniture/Equip.	10.0		10.0	20.0		20.0	7.0		7.0	7.0		7.0
31.0	Purchase of Vehicles			0.0	25.0		25.0			0.0			0.0
31.0	Armoring of Vehicles			0.0			0.0			0.0			0.0
31.0	Purchase of Printing/Graphics Equipment			0.0			0.0			0.0			0.0
31.0	IT Hardware purchases	20.0		20.0	35.0		35.0	10.0		10.0	10.0		10.0
31.0	IT Software purchases	9.0		9.0	15.0		15.0	5.0		5.0	5.0		5.0
	Subtotal OC 31.0	49.0	0.0	49.0	127.0	0.0	127.0	32.0	0.0	32.0	32.0	0.0	32.0
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)			0.0			0.0			0.0			0.0
32.0	Purchase of fixed equipment for buildings			0.0			0.0			0.0			0.0
32.0	Purchase of fixed security equipment for buildings			0.0			0.0			0.0			0.0
32.0	Building Renovations/Alterations - Office	10.0		10.0	15.0		15.0	5.0		5.0	5.0		5.0
32.0	Building Renovations/Alterations - Residential	6.0		6.0	10.0		10.0	5.0		5.0	5.0		5.0
	Subtotal OC 32.0	16.0	0.0	16.0	25.0	0.0	25.0	10.0	0.0	10.0	10.0	0.0	10.0
42.0	Claims and indemnities			0.0			0.0			0.0			0.0
	Subtotal OC 42.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
TOTAL BUDGET		2,695.7	0.0	2,695.7	2,746.2	0.0	2,746.2	2,795.0	0.0	2,795.0	2,795.0	0.0	2,795.0

Additional Mandatory Information

Dollars Used for Local Currency Purchases	<u>1,899.6</u>	<u>1,968.7</u>	<u>2,082.8</u>
Exchange Rate Used in Computations	<u>1.0</u> <u>Dh 9.7</u>	<u>1.0</u> <u>Dh 10.0</u>	<u>1.0</u> <u>Dh 10.0</u>

* If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.
On that form, OE funded deposits must equal:

0.0	0.0	0.0
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Organization: USAID/Morocco

Foreign National Voluntary Separation Account									
Action	FY 2001			FY 2002			FY 2003		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits			0.0			0.0			0.0
Withdrawals			0.0			0.0			0.0

Local Currency Trust Funds - Regular				
	FY 2001 Estimate	FY 2002 Target	FY 2003 Target	FY 2003 Request
Balance Start of Year	0.0	4,555,590.0	0.0	
Obligations	25,815,010.0	4,555,590.0	0.0	
Deposits	30,370,600.0	0.0	0.0	
Balance End of Year	4,555,590.0	0.0	0.0	0.0

Exchange Rate 10.0 10.0 10.0

Local Currency Trust Funds - Real Property				
	FY 2001 Estimate	FY 2002 Target	FY 2003 Target	FY 2003 Request
Balance Start of Year				
Obligations				
Deposits				
Balance End of Year	0.0	0.0	0.0	0.0

Exchange Rate _____ _____ _____

Cost of Controller Operations

Org. Title: USAID/Morocco													
Org. No: 23608													
OC		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	20.9		20.9	22.2		22.2	23.2		23.2	23.2		23.2
	Subtotal OC 11.1	20.9	0.0	20.9	22.2	0.0	22.2	23.2	0.0	23.2	23.2	0.0	23.2
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0.0			0.0			0.0			0.0
11.5	FNDH	0.5		0.5	0.5		0.5	0.5		0.5	0.5		0.5
	Subtotal OC 11.5	0.5	0.0	0.5	0.5	0.0	0.5	0.5	0.0	0.5	0.5	0.0	0.5
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries			0.0			0.0			0.0			0.0
11.8	FN PSC Salaries	90.8		90.8	98.1		98.1	104.8		104.8	104.8		104.8
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0.0			0.0			0.0			0.0
	Subtotal OC 11.8	90.8	0.0	90.8	98.1	0.0	98.1	104.8	0.0	104.8	104.8	0.0	104.8
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances			0.0			0.0			0.0			0.0
12.1	Cost of Living Allowances			0.0			0.0			0.0			0.0
12.1	Home Service Transfer Allowances			0.0			0.0			0.0			0.0
12.1	Quarters Allowances			0.0			0.0			0.0			0.0
12.1	Other Misc. USDH Benefits			0.0			0.0			0.0			0.0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	* Payments to FSN Voluntary Separation Fund - FNDH			0.0			0.0			0.0			0.0
12.1	Other FNDH Benefits	12.1		12.1	12.7		12.7	13.2		13.2	13.2		13.2
12.1	US PSC Benefits			0.0			0.0			0.0			0.0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	* Payments to FSN Voluntary Separation Fund - FN PSC			0.0			0.0			0.0			0.0
12.1	Other FN PSC Benefits	58.6		58.6	63.4		63.4	67.4		67.4	67.4		67.4
12.1	IPA/Detail-In/PASA/RSSA Benefits			0.0			0.0			0.0			0.0
	Subtotal OC 12.1	70.7	0.0	70.7	76.1	0.0	76.1	80.6	0.0	80.6	80.6	0.0	80.6
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH			0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FNDH			0.0			0.0			0.0			0.0

Cost of Controller Operations

Org. Title: USAID/Morocco													
Org. No: 23608													
OC		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs			0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FN PSCs			0.0			0.0			0.0			0.0
	Subtotal OC 13.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	6.2		6.2	4.9		4.9	4.9		4.9	4.9		4.9
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field			0.0			0.0			0.0			0.0
21.0	Assignment to Washington Travel			0.0			0.0			0.0			0.0
21.0	Home Leave Travel			0.0	4.4		4.4			0.0			0.0
21.0	R & R Travel	1.8		1.8			0.0	2.0		2.0	2.0		2.0
21.0	Education Travel			0.0			0.0			0.0			0.0
21.0	Evacuation Travel			0.0			0.0			0.0			0.0
21.0	Retirement Travel			0.0			0.0			0.0			0.0
21.0	Pre-Employment Invitational Travel			0.0			0.0			0.0			0.0
21.0	Other Mandatory/Statutory Travel			0.0			0.0			0.0			0.0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel			0.0			0.0			0.0			0.0
21.0	Site Visits - Mission Personnel	4.0		4.0	4.0		4.0	4.0		4.0	4.0		4.0
21.0	Conferences/Seminars/Meetings/Retreats	5.6		5.6	5.9		5.9	6.2		6.2	6.2		6.2
21.0	Assessment Travel			0.0			0.0			0.0			0.0
21.0	Impact Evaluation Travel			0.0			0.0			0.0			0.0
21.0	Disaster Travel (to respond to specific disasters)			0.0			0.0			0.0			0.0
21.0	Recruitment Travel			0.0			0.0			0.0			0.0
21.0	Other Operational Travel	8.5		8.5	8.9		8.9			0.0			0.0
	Subtotal OC 21.0	26.1	0.0	26.1	28.1	0.0	28.1	17.1	0.0	17.1	17.1	0.0	17.1
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight			0.0			0.0			0.0			0.0
22.0	Home Leave Freight			0.0	3.9		3.9			0.0			0.0
22.0	Retirement Freight			0.0			0.0			0.0			0.0
22.0	Transportation/Freight for Office Furniture/Equip.			0.0	3.2		3.2			0.0			0.0
22.0	Transportation/Freight for Res. Furniture/Equip.	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
	Subtotal OC 22.0	0.0	0.0	0.0	7.1	0.0	7.1	0.0	0.0	0.0	0.0	0.0	0.0
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	7.0		7.0	7.3		7.3	8.2		8.2	8.2		8.2
23.2	Rental Payments to Others - Warehouse Space	0.9		0.9	0.9		0.9	1.0		1.0	1.0		1.0
23.2	Rental Payments to Others - Residences	16.1		16.1	16.7		16.7	17.5		17.5	17.5		17.5

Cost of Controller Operations

Org. Title: USAID/Morocco		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
Org. No: 23608		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
OC													
Subtotal OC 23.2		24.0	0.0	24.0	24.9	0.0	24.9	26.7	0.0	26.7	26.7	0.0	26.7
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	2.2		2.2	2.3		2.3	2.4		2.4	2.4		2.4
23.3	Residential Utilities	7.1		7.1	7.3		7.3	7.6		7.6	7.6		7.6
23.3	Telephone Costs	4.7		4.7	4.9		4.9	5.1		5.1	5.1		5.1
23.3	IT Software Leases			0.0			0.0			0.0			0.0
23.3	IT Hardware Lease			0.0			0.0			0.0			0.0
23.3	Commercial Time Sharing			0.0			0.0			0.0			0.0
23.3	Postal Fees (Other than APO Mail)			0.0			0.0			0.0			0.0
23.3	Other Mail Service Costs			0.0	0.3		0.3	0.3		0.3	0.3		0.3
23.3	Courier Services	0.3		0.3			0.0			0.0			0.0
Subtotal OC 23.3		14.3	0.0	14.3	14.8	0.0	14.8	15.4	0.0	15.4	15.4	0.0	15.4
24.0	Printing and Reproduction	1.2		1.2	1.3		1.3	1.4		1.4	1.4		1.4
Subtotal OC 24.0		1.2	0.0	1.2	1.3	0.0	1.3	1.4	0.0	1.4	1.4	0.0	1.4
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0.0			0.0			0.0			0.0
25.1	Management & Professional Support Services	21.9		21.9	32.0		32.0	2.1		2.1	2.1		2.1
25.1	Engineering & Technical Services			0.0			0.0			0.0			0.0
Subtotal OC 25.1		21.9	0.0	21.9	32.0	0.0	32.0	2.1	0.0	2.1	2.1	0.0	2.1
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards	6.3		6.3	6.6		6.6	6.9		6.9	6.9		6.9
25.2	Residential Security Guard Services	2.3		2.3	2.4		2.4	2.6		2.6	2.6		2.6
25.2	Official Residential Expenses			0.0			0.0			0.0			0.0
25.2	Representation Allowances			0.0			0.0			0.0			0.0
25.2	Non-Federal Audits			0.0			0.0			0.0			0.0
25.2	Grievances/Investigations			0.0			0.0			0.0			0.0
25.2	Insurance and Vehicle Registration Fees	0.4		0.4	0.4		0.4	0.5		0.5	0.5		0.5
25.2	Vehicle Rental			0.0			0.0			0.0			0.0
25.2	Manpower Contracts			0.0			0.0			0.0			0.0
25.2	Records Declassification & Other Records Services			0.0			0.0			0.0			0.0
25.2	Recruiting activities			0.0			0.0			0.0			0.0
25.2	Penalty Interest Payments			0.0			0.0			0.0			0.0
25.2	Other Miscellaneous Services	1.8		1.8	1.9		1.9	2.0		2.0	2.0		2.0
25.2	Staff training contracts	1.6		1.6	1.6		1.6	1.6		1.6	1.6		1.6
25.2	IT related contracts			0.0			0.0			0.0			0.0
Subtotal OC 25.2		12.4	0.0	12.4	12.9	0.0	12.9	13.6	0.0	13.6	13.6	0.0	13.6

Cost of Controller Operations

Org. Title: USAID/Morocco Org. No: 23608 OC		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	10.5		10.5	11.1		11.1	11.6		11.6	11.6		11.6
25.3	All Other Services from Other Gov't. accounts			0.0			0.0			0.0			0.0
	Subtotal OC 25.3	10.5	0.0	10.5	11.1	0.0	11.1	11.6	0.0	11.6	11.6	0.0	11.6
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	3.0		3.0	3.3		3.3	3.5		3.5	3.5		3.5
25.4	Residential Building Maintenance	7.1		7.1	7.9		7.9	8.6		8.6	8.6		8.6
	Subtotal OC 25.4	10.1	0.0	10.1	11.2	0.0	11.2	12.1	0.0	12.1	12.1	0.0	12.1
25.6	Medical Care				0.1								
	Subtotal OC 25.6	0.0	0.0	0.0	0.1	0.0	0.1	0.0	0.0	0.0	0.0	0.0	0.0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	IT and telephone operation and maintenance costs	1.6		1.6	0.8		0.8	8.0		8.0	8.0		8.0
25.7	Storage Services			0.0			0.0			0.0			0.0
25.7	Office Furniture/Equip. Repair and Maintenance	0.9		0.9	1.0		1.0	1.0		1.0	1.0		1.0
25.7	Vehicle Repair and Maintenance	0.9		0.9	1.0		1.0	1.0		1.0	1.0		1.0
25.7	Residential Furniture/Equip. Repair and Maintenance	0.7		0.7	0.8		0.8	0.8		0.8	0.8		0.8
	Subtotal OC 25.7	4.1	0.0	4.1	3.6	0.0	3.6	10.8	0.0	10.8	10.8	0.0	10.8
25.8	Substance & spt. of persons (by contract or Gov't.)			0.0			0.0			0.0			0.0
	Subtotal OC 25.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
26.0	Supplies and materials	9.9		9.9	10.1		10.1	10.7		10.7	10.7		10.7
	Subtotal OC 26.0	9.9	0.0	9.9	10.1	0.0	10.1	10.7	0.0	10.7	10.7	0.0	10.7
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
31.0	Purchase of Office Furniture/Equip.			0.0			0.0			0.0			0.0
31.0	Purchase of Vehicles			0.0	0.0		0.0			0.0			0.0
31.0	Armoring of Vehicles			0.0			0.0			0.0			0.0
31.0	Purchase of Printing/Graphics Equipment			0.0			0.0			0.0			0.0
31.0	IT Hardware purchases	0.0		0.0	8.0		8.0	0.0		0.0	0.0		0.0
31.0	IT Software purchases	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
	Subtotal OC 31.0	0.0	0.0	0.0	8.0	0.0	8.0	0.0	0.0	0.0	0.0	0.0	0.0
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

Cost of Controller Operations

Org. Title: USAID/Morocco												
Org. No: 23608												
OC	FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
32.0 Purchase of Land & Buildings (& bldg. construction)			0.0			0.0			0.0			0.0
32.0 Purchase of fixed equipment for buildings			0.0			0.0			0.0			0.0
32.0 Purchase of fixed security equipment for buildings			0.0			0.0			0.0			0.0
32.0 Building Renovations/Alterations - Office	2.7		2.7	0.0		0.0	0.0		0.0	0.0		0.0
32.0 Building Renovations/Alterations - Residential			0.0			0.0			0.0			0.0
Subtotal OC 32.0	2.7	0.0	2.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
42.0 Claims and indemnities			0.0			0.0			0.0			0.0
Subtotal OC 42.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
TOTAL BUDGET	320.1	0.0	320.1	362.1	0.0	362.1	330.6	0.0	330.6	330.6	0.0	330.6

Additional Mandatory Information

Dollars Used for Local Currency Purchases	<u>266.2</u>		<u>283.6</u>		<u>303.8</u>
Exchange Rate Used in Computations	<u>1.0</u>	<u>Dh 9.7</u>	<u>1.0</u>	<u>Dh 10.0</u>	<u>1.0</u> <u>Dh 10.0</u>

* If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.
On that form, OE funded deposits must equal:

0.0	0.0	0.0
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Accessing Global Bureau Services Through Field Support and Buy-Ins							
Objective Name	Field Support and Buy-Ins: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)			
				FY 2002		FY 2003	
				Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau
SpO 007	Commercial Market Strategies (CMS) - 936-3085	High	1999-2003		700		
	Measure DHS+ - 936-3083.01	High	2002-2003		700		
GRAND TOTAL.....					1,400		0

* For Priorities use high, medium-high, medium, medium-low, low

USAID Costs as ICASS Service Provider

Org. Title: _____ Org. No: _____ OC		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0.0			0.0			0.0			0.0
11.5	FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries			0.0			0.0			0.0			0.0
11.8	FN PSC Salaries			0.0			0.0			0.0			0.0
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0.0			0.0			0.0			0.0
	Subtotal OC 11.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances			0.0			0.0			0.0			0.0
12.1	Cost of Living Allowances			0.0			0.0			0.0			0.0
12.1	Home Service Transfer Allowances			0.0			0.0			0.0			0.0
12.1	Quarters Allowances			0.0			0.0			0.0			0.0
12.1	Other Misc. USDH Benefits			0.0			0.0			0.0			0.0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Payments to FSN Voluntary Separation Fund - FNDH			0.0			0.0			0.0			0.0
12.1	Other FNDH Benefits			0.0			0.0			0.0			0.0
12.1	US PSC Benefits			0.0			0.0			0.0			0.0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Payments to FSN Voluntary Separation Fund - FN PSC			0.0			0.0			0.0			0.0
12.1	Other FN PSC Benefits			0.0			0.0			0.0			0.0
12.1	IPA/Detail-In/PASA/RSSA Benefits			0.0			0.0			0.0			0.0
	Subtotal OC 12.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH			0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FNDH			0.0			0.0			0.0			0.0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs			0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FN PSCs			0.0			0.0			0.0			0.0
	Subtotal OC 13.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel			0.0			0.0			0.0			0.0
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field			0.0			0.0			0.0			0.0
21.0	Assignment to Washington Travel			0.0			0.0			0.0			0.0
21.0	Home Leave Travel			0.0			0.0			0.0			0.0
21.0	R & R Travel			0.0			0.0			0.0			0.0
21.0	Education Travel			0.0			0.0			0.0			0.0
21.0	Evacuation Travel			0.0			0.0			0.0			0.0
21.0	Retirement Travel			0.0			0.0			0.0			0.0
21.0	Pre-Employment Invitational Travel			0.0			0.0			0.0			0.0

USAID Costs as ICASS Service Provider

Org. Title: _____ Org. No: _____ OC			FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
			Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
21.0	Other Mandatory/Statutory Travel				0.0			0.0			0.0			0.0
21.0	Operational Travel													
21.0	Site Visits - Headquarters Personnel				0.0			0.0			0.0			0.0
21.0	Site Visits - Mission Personnel				0.0			0.0			0.0			0.0
21.0	Conferences/Seminars/Meetings/Retreats				0.0			0.0			0.0			0.0
21.0	Assessment Travel				0.0			0.0			0.0			0.0
21.0	Impact Evaluation Travel				0.0			0.0			0.0			0.0
21.0	Disaster Travel (to respond to specific disasters)				0.0			0.0			0.0			0.0
21.0	Recruitment Travel				0.0			0.0			0.0			0.0
21.0	Other Operational Travel				0.0			0.0			0.0			0.0
	Subtotal OC 21.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
22.0	Transportation of things													
22.0	Post assignment freight				0.0			0.0			0.0			0.0
22.0	Home Leave Freight				0.0			0.0			0.0			0.0
22.0	Retirement Freight				0.0			0.0			0.0			0.0
22.0	Transportation/Freight for Office Furniture/Equip.				0.0			0.0			0.0			0.0
22.0	Transportation/Freight for Res. Furniture/Equip.				0.0			0.0			0.0			0.0
	Subtotal OC 22.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
23.2	Rental payments to others													
23.2	Rental Payments to Others - Office Space				0.0			0.0			0.0			0.0
23.2	Rental Payments to Others - Warehouse Space				0.0			0.0			0.0			0.0
23.2	Rental Payments to Others - Residences				0.0			0.0			0.0			0.0
	Subtotal OC 23.2		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
23.3	Communications, utilities, and miscellaneous charges													
23.3	Office Utilities				0.0			0.0			0.0			0.0
23.3	Residential Utilities				0.0			0.0			0.0			0.0
23.3	Telephone Costs				0.0			0.0			0.0			0.0
23.3	IT Software Leases				0.0			0.0			0.0			0.0
23.3	IT Hardware Lease				0.0			0.0			0.0			0.0
23.3	Commercial Time Sharing				0.0			0.0			0.0			0.0
23.3	Postal Fees (Other than APO Mail)				0.0			0.0			0.0			0.0
23.3	Other Mail Service Costs				0.0			0.0			0.0			0.0
23.3	Courier Services				0.0			0.0			0.0			0.0
	Subtotal OC 23.3		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
24.0	Printing and Reproduction				0.0			0.0			0.0			0.0
	Subtotal OC 24.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.1	Advisory and assistance services													
25.1	Studies, Analyses, & Evaluations				0.0			0.0			0.0			0.0
25.1	Management & Professional Support Services				0.0			0.0			0.0			0.0
25.1	Engineering & Technical Services				0.0			0.0			0.0			0.0
	Subtotal OC 25.1		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2	Other services													
25.2	Office Security Guards				0.0			0.0			0.0			0.0
25.2	Residential Security Guard Services				0.0			0.0			0.0			0.0
25.2	Official Residential Expenses				0.0			0.0			0.0			0.0
25.2	Representation Allowances				0.0			0.0			0.0			0.0
25.2	Non-Federal Audits				0.0			0.0			0.0			0.0
25.2	Grievances/Investigations				0.0			0.0			0.0			0.0
25.2	Insurance and Vehicle Registration Fees				0.0			0.0			0.0			0.0
25.2	Vehicle Rental				0.0			0.0			0.0			0.0

USAID Costs as ICASS Service Provider

Org. Title: _____ Org. No: _____ OC		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
25.2	Manpower Contracts			0.0			0.0			0.0			0.0
25.2	Records Declassification & Other Records Services			0.0			0.0			0.0			0.0
25.2	Recruiting activities			0.0			0.0			0.0			0.0
25.2	Penalty Interest Payments			0.0			0.0			0.0			0.0
25.2	Other Miscellaneous Services			0.0			0.0			0.0			0.0
25.2	Staff training contracts			0.0			0.0			0.0			0.0
25.2	IT related contracts			0.0			0.0			0.0			0.0
	Subtotal OC 25.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS			0.0			0.0			0.0			0.0
25.3	All Other Services from Other Gov't. accounts			0.0			0.0			0.0			0.0
	Subtotal OC 25.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance			0.0			0.0			0.0			0.0
25.4	Residential Building Maintenance			0.0			0.0			0.0			0.0
	Subtotal OC 25.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.6	Medical Care												
	Subtotal OC 25.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	IT and telephone operation and maintenance costs			0.0			0.0			0.0			0.0
25.7	Storage Services			0.0			0.0			0.0			0.0
25.7	Office Furniture/Equip. Repair and Maintenance			0.0			0.0			0.0			0.0
25.7	Vehicle Repair and Maintenance			0.0			0.0			0.0			0.0
25.7	Residential Furniture/Equip. Repair and Maintenance			0.0			0.0			0.0			0.0
	Subtotal OC 25.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.8	Subsistence & spt. of persons (by contract or Gov't.)			0.0			0.0			0.0			0.0
	Subtotal OC 25.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
26.0	Supplies and materials			0.0			0.0			0.0			0.0
	Subtotal OC 26.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.			0.0			0.0			0.0			0.0
31.0	Purchase of Office Furniture/Equip.			0.0			0.0			0.0			0.0
31.0	Purchase of Vehicles			0.0			0.0			0.0			0.0
31.0	Armoring of Vehicles			0.0			0.0			0.0			0.0
31.0	Purchase of Printing/Graphics Equipment			0.0			0.0			0.0			0.0
31.0	IT Hardware purchases			0.0			0.0			0.0			0.0
31.0	IT Software purchases			0.0			0.0			0.0			0.0
	Subtotal OC 31.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)			0.0			0.0			0.0			0.0
32.0	Purchase of fixed equipment for buildings			0.0			0.0			0.0			0.0
32.0	Purchase of fixed security equipment for buildings			0.0			0.0			0.0			0.0
32.0	Building Renovations/Alterations - Office			0.0			0.0			0.0			0.0
32.0	Building Renovations/Alterations - Residential			0.0			0.0			0.0			0.0
	Subtotal OC 32.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
42.0	Claims and indemnities			0.0			0.0			0.0			0.0

USAID Costs as ICASS Service Provider

Org. Title:																
Org. No:																
OC	FY 2001 Estimate				FY 2002 Target				FY 2003 Target				FY 2003 Request			
	Dollars	TF	Total		Dollars	TF	Total		Dollars	TF	Total		Dollars	TF	Total	
Subtotal OC 42.0	0.0	0.0	0.0		0.0	0.0	0.0		0.0	0.0	0.0		0.0	0.0	0.0	
TOTAL MISSION FUNDED BUDGET	0.0	0.0	0.0		0.0	0.0	0.0		0.0	0.0	0.0		0.0	0.0	0.0	

Centrally funded costs

USDH Salaries/Benefits Other Centrally Fund Costs (specify)
Total Centrally Funded Costs
Total ICASS Service Provider Budget

Information Annex Topic: Environmental Impact

In FY 2000 two Initial Environmental Examinations (IEE) were completed for Increased Opportunities for Domestic and Foreign Investment (SO5), and one for Key Interventions Promote Sustainability of Population, Health and Nutrition Programs (SpO7).

For both IEEs, categorical exclusion were approved by the USAID/Mission Director and the USAID/Bureau Environmental Officer. Under these two approved IEEs, no more requirements are needed.

For FY 2001 and 2002, full Environmental Assessments (EA) will be prepared for each pilot activity under the Environmental strategic Objective: "Improved Water Resources Management in the Souss-Massa River Basin" (SO6). Additional Requirement may be needed for the FY 2002-2004 period.

Under the Economic Growth Strategy (SO6) and the Population Health Strategy (SpO7) additional approval of IEEs during the FY 2001 may be required.

Under the approved IEEs and EAs, environmental consequences of USAID-financed activities were identified and analyzed in accordance with USAID environmental regulations. Suggested remedial actions responded to the Mission's strategic objectives assisted the Mission in managing effective environmental programs.

Under all USAID pilot activities, except for the Drarga and Dokkarat pilot activities under SO6 for which EAs were prepared and approved, USAID actions related to site identification, construction oversight, and operation and management plans were very limited, consisting mainly of technical assistance to help communities and responsible officers at the regional and national level to better understand rules and regulations to protect the environment. All projects are small and considered to be pilots for future dissemination to other donors, local Government and/or the GOM. As described below, on-going pilot projects are very much consistent with the Mission's environmental strategy and, according to our best knowledge, there is no need to revise already approved IEEs and EAs. Following is a short up-date on the IEEs and EAs approved in 1998-2001 period.

Dokkarat Tanneries/Fes: The Mission and USAID/W Environmental Officer approved the EA for Dokkarat/Fes on a provisional basis, pending completion of the final engineering design.

Following the completion of the engineering design component of the Dokkarat Chromium Recovery Pilot project, the EA was revised and approved. Based on AE recommendations, the engineering design, the construction works, the technical assistance and the analyses and studies associated with this activity respond positively to the Mission's environmental strategic objective. According to the last estimation, the separation facility will reduce chromium pollution by over 90%. All issues raised prior to the design are now under control. On June 5, 2000, the US Ambassador and the environment GOM Minister inaugurated the station. As of March 1, 2001, the Station is fully operational.

Wastewater Treatment Plant at Drarga/Agadir: The design of a wastewater Treatment Plant facility for the small town of Drarga was completed in 1998. As recommended in the IEE and EA, the Drarga wastewater treatment Plant is providing a treated effluent that meets quality standards for reuse in irrigation. The Pilot Project has improved environmental and economic conditions in Drarga and reducing potential treats to public health and the environment by eliminating discharge of domestic wastewater into an open cesspool. The Drarga pilot project responds positively to the Mission strategic objective through the establishment of a model rural wastewater treatment and reuse system that can be replicated in other areas with similar sanitation conditions. The most significant issues identified during the IEE and EA process: (1) potential groundwater contamination; (2) site selection; and (3) risk of flooding are now under control. The widening of Oued (River) Larba to protect the site from flooding was completed in 1998. In late December 2000, the are of Drarga received 90 mm of rain in least than haft a day and no damage was observed. The construction of the Pilot Project was completed in August 2000. The US Ambassador and the GOM Minister of Environment inaugurated the Station in September 2000. The model of Drarga is ready for dissemination.

Nakhla Soil Erosion Pilot Project: For the whole activity a negative determination for the implementation phase was approved. The project was completed in September 2000. Due to the excellent results of the Nakhla Project, GOM approved the use of PI480 funds for its extension to the entire Nakhla watershed and its dissemination in the Souss-Massa watershed.

Morocco Urban Infrastructure: Land Development and, Financing Activity Program:

Wastewater Treatment at Ouled Teima: Under this Pilot Project, USAID responsibility was limited to a pre-feasibility study of wastewater treatment and reuse facilities, institutional development to facilitate co-management of the facility at national and local levels, and training and support of community groups. In July 1998, a negative determination was approved with no significant negative impact on the environment expected. All planned tasks under this activity were completed late 2000.

Urban Environment Services activity: Pilot demonstrations Projects in Azrou, Sefrou and Meknes deal with wastewater and solid waste. The USAID activity is limited to providing guidance on optimum siting criteria, pre-feasibility studies, and issues related to urban infrastructure financing and operations. Because of this limitation, a negative determination was recommended and approved. All TA provided for these pilot Projects was consistent with negative determination for these activities. The pilot projects were completed in early 2001. The lessons learned from the project could serve as a model to several municipalities in Morocco.

Under Spo7 a categorical exclusion was recommended and approved for the population and child health activity called "key interventions promote sustainability of Population, Health and Nutrition programs". The goal of the project is to improve decentralized management of primary health care in two regions and to expand the use of private sector health services. The project does not call for construction or for changes to water, electrical, power, or agricultural/ecological systems, roads, etc. The activity will be completed in 2004. All tasks under this activity are progressing well.

Under SO5 a categorical exclusion was recommended and approved for the Economic Growth activity called " Increased Opportunities for Domestic and Foreign Investment". Under this activity funds provided under the SO5 are used to improve the policy, administrative and regulatory environment for private sector expansion and to strengthen the capacity of selected institutions to foster private enterprise. The activity will not provide financing for housing that could encourage new construction in fragile or sensitive areas. The activity will be completed in 2004.

During the last five years, no IEE or EAs were prepared for the Education SpO.

In summary, and according to our best knowledge, all regulation 16 issues related to USAID/Morocco activities are under control and responding to the Mission environmental strategy.

FY00 Climate Change Reporting Guidance - Data Tables

Please fill in the YELLOW cells to complete the table.

Table 1.0 - Background Information

	Country, Region, Office, or Program Reporting: (Type in the exact spelling of the appropriate entry from table below)	
	Telephone number:	
Name of person(s) & IR Teams completing tables:	Name #1:	
	SO Team Name and number1	
	Name #2:	
	SO Team Name and number2	
	Name #3:	
	SO Team Name and number3	
Contact	Address (1):	
	Address (2):	
	Street:	
	City, Address Codes:	
	Telephone number:	
	Fax number:	
	Email address:	
	Other relevant information:	

Country / Region / Office / Program Reference Table

AFR/SD – CARPE	G/ENV/UP	Mozambique
AFR/SD – FEWS	G/ENV/ENR	Nepal
Albania	G/ENV/GCC	Nicaragua
Armenia	G/ENV/UP	NIS Regional
Bangladesh	Georgia	Panama
Bolivia	Guatemala	Paraguay
Brazil	Guinea	Peru
Bulgaria	Honduras	Philippines
CEE Regional	India	Poland
Central America (G-CAP)	Indonesia	RCSA
Central Asia Republics	LAC/RSD	Romania
East Asia Environmental Initiative	Lithuania	Russia
Ecuador	Macedonia	South Africa
EGAD	Madagascar	South Asia Regional Initiative
Egypt	Malawi	Uganda
G/ENV/EET	Mali	Ukraine
G/ENV/ENR	Mexico	US-AEP
G/ENV/GCC	Moldova	

Please fill in the YELLOW cells to complete the table.

TABLE 1.1						
Result 1: Increased Participation in the UNFCCC						
Indicator 1: Policy Development Supporting the Framework Convention on Climate Change						
PLEASE SEE DEFINITIONS BELOW						
Policy Measure	STEP 1: Policy Preparation and Presentation	STEP 2: Policy Adoption	STEP 3: Implementation and Enforcement	List Activities Contributing to Each Policy Category	SO Number for Activity	CN/TN Number for Activity
Ex: Integration of climate change into national strategic, energy, and sustainable development strategies	1	1		Gov't-established interagency group has completed all necessary analysis and preparation to develop NEAP. The government has also signed Annex b of the FCCC.	3.2	CN-23-222
Integration of climate change into national strategic, energy, and sustainable development strategies						
Emissions inventory						
Mitigation analysis						
Vulnerability and adaptation analysis						
National Climate Change Action Plan						
Procedures for receiving, evaluating, and approving Activities Implemented Jointly (AIJ) proposals						
Procedures for monitoring and verifying greenhouse gas emissions						
Growth baselines for pegging greenhouse gas emissions to economic growth						
Legally binding emission reduction targets and timetables						
Other (describe)						
Other						
Other						
Other						
Other						
Sub-total (number of policy steps achieved):	0	0	0			
	TOTAL (number of policy steps achieved):					
			0			

Definitions: Policy Steps Achieved	
Policy Measure	"Policy measures" may include documentation demonstrating a legal, regulatory, or other governmental commitment to a defined course of action. Thus, for example, "policy measures" would include: a national, state, provincial, or local law; a regulation or decree; guidance issued by an agency, ministry, or sub-national body; a land use plan; a National Environmental Action Plan; a Climate Change Action Plan; or a National Communication to the IPCC. The term "policy measures" does not include technical documentation, such as technical reports or land use maps, nor site-specific activities reported under Indicators 1 and 2 (e.g., legal demarcation of individual site or granting of community access to single location).
Policy Preparation and Presentation (Step 1)	Draft bill, policy or regulation, vetted through relevant stakeholders in government, non-government, the private sector and civil society, and introduced for debate in appropriate legislative, regulatory, or governmental body.
Policy Adoption (Step 2)	Policy intervention is approved and adopted by the appropriate administrative agency or legislative body. Can take the form of the voting on a law; the issuance of a decree, etc.
Policy Implementation and Enforcement (Step 3)	Actions that put the policy interventions into effect, such as agency personnel trained in procedures, appropriate institutions created or strengthened, or legislation implemented through the appropriate government agency.
Definitions: Types of Activities	
Adaptation	Adjustments in practices, processes or structures of systems to projected or actual changes of climate (may be spontaneous or planned).
Emissions inventory	Detailed listing of GHG sources and sinks.
Growth Baselines	An approach that would link countries' emissions targets to improvements in energy efficiency.
Joint Implementation (JI)	The process by which industrialized countries can meet a portion of their emissions reduction obligations by receiving credits for investing in GHG reductions in developing countries.
Mitigation	An action that prevents or slows the increase of greenhouse gases (GHGs) by reducing emissions from sources and sinks.
National Climate Change Action Plan	Plans that delineate specific mitigation and adaptation measures that countries will implement and integrate into their ongoing programs. These plans form the basis for the national communications that countries submit to the UNFCCC Secretariat.

Please fill in the YELLOW cells to complete the table.

TABLE 1.2					
Result 1: Increased Participation in the UNFCCC					
Indicator 2: Increased capacity to meet requirements of the UNFCCC					
	Types of Support Provided (Enter the number of Training/TA activities for each category)				
Categories	Training	Technical Assistance	List the Activities that Contribute to Each Capacity Building Category	SO Number for Activity	CN/TN Number for Activity
Ex: Support for joint implementation activities	1	3	Provided training and assistance in the economic and financial evaluation of energy efficient projects for consideration in JI activities.	2.4	CN-23-222
Monitoring and verifying GHG emissions					
Growth baselines for pegging GHG emissions to economic growth					
Development of emissions reduction targets and timetables					
Support for joint implementation activities					
Support for Vulnerability and Adaptaion Activities					
Other (describe)					
Other					
Other					
Other					
Other					
Total number of points for Training/Technical Assistance:	0	0			

TABLE 2.1

Indicator 1: Area where USAID has initiated interventions to maintain or increase carbon stocks or reduce their rate of loss

Indicator 2: Area where USAID has achieved on-the-ground impacts to preserve, increase, or reduce the rate of loss of carbon stocks

PLEASE SEE DEFINITIONS BELOW

[illegible]

[illegible]

Codes for Land Use and Forestry Sector									
Principal Activities:		Predominant Vegetation Type:				Predominant Managed Land Type:		Codes for Additional Information:	
	1 Conservation of natural ecosystems (may include protected area management, extraction of non-timber products, etc. but <i>not</i> timber harvesting.)	A	Tropical evergreen forest	H	Tropical grassland and pasture	1	Agricultural systems: Less than 15% of the area under trees	1	Maps
	2 Sustainable forest management for timber using reduced-impact harvesting (non-timber forest products may also be harvested)	B	Tropical seasonal forest	I	Temperate grassland and pasture	2	Agroforestry systems: Greater than 15% of the area under trees	2	Geo-referenced site coordinates
	3 Afforestation/reforestation/plantation forests	C	Temperate evergreen forest	J	Tundra and alpine meadow	3	Plantation Forests: At least 80% of the area under planted trees	3	Biomass inventory
	4 Agroforestry	D	Temperate deciduous forest	K	Desert scrub	4	Protected areas	4	Rainfall data
	5 Sustainable agriculture	E	Boreal forest	L	Swamp and marsh				5 Soil type data
		F	Temperate woodland	M	Coastal mangrove				
		G	Tropical open forest / woodland	N	Wetlands				

Definitions: Natural Ecosystems	
Natural Ecosystems	Any areas that have not experienced serious degradation or exploitation of biomass, and without significant harvest of biomass. This includes protected areas, areas used for the extraction of non-timber forest products, and community-managed forests with minimal timber extraction. Areas where non-timber forest products are harvested can be counted in this category but not those that are managed for timber. The latter are included in 2b below. The distinction is important as different approaches are employed in estimating carbon for "natural areas" (2a) and "managed areas" (2b). Natural areas include: (1) protected areas; (2) areas where non-timber forest products are extracted if significant biomass is not removed (often managed as community-based forest management areas); and (3) any other areas which exclude larger-scale biomass harvest from a management regime including many areas managed by communities and/or indigenous groups.
Definitions: Managed Lands Categories	
Sustainable Forest Management for Timber, using Reduced Impact Harvesting (RIH)	<p>A timber management activity will be considered to have a positive impact on carbon (relative to conventional methods) if it employs RIH practices and/or other key criteria. RIH is a package of practices proven to minimize environmental damage and carbon emissions during the logging of natural tropical forest. To be included, an activity must include most of the following practices:</p> <ul style="list-style-type: none"> - tree inventorying, marking and mapping; - careful planning and marking of skidder trails; - vine cutting prior to harvest, where appropriate; - directional felling of trees; - appropriate skidding techniques that employ winching and best available equipment (rubber tired skidder/animal traction) to minimize soil - proper road and log deck construction; - a trained work force and implementation of proper safety practices; - fire mitigation techniques (fire breaks); - existence of a long-term management plan. <p>Report on the area where government, industry or community organizations are carrying out forest management for commercial timber using the techniques above, or forest management areas that have been "certified" as environmentally sound by a recognized independent party. Only the area where sound planning and harvesting is being currently practiced should be included (not the whole concession or forest).</p>
Agroforestry	Agroforestry covers a wide variety of land-use systems combining tree, crop and/or animals on the same land. Two characteristics distinguish agroforestry from other land uses: 1) it involves the deliberate growing of woody perennial on the same unit of land as agricultural crops and/or animals either spatially or sequentially, and 2) there is significant interaction between woody and non-woody components, either ecological or economical. To be counted, at least 15 percent of the system must be trees or woody perennials grown for a specific function (shade, fuel, fodder, windbreak). -- Include the area of land under an agroforestry system in which a positive carbon benefit is apparent (i.e., through the increase in biomass, litter or soil organic matter). Do not include agroforestry systems being established on forestlands that were deforested since 1990.
Reforestation/ Afforestation	The act of planting trees on deforested or degraded land previously under forest (reforestation) or on land that has not previously been under forest according to historical records (afforestation). This would include reforestation on slopes for watershed protection; mangrove reforestation or reforestation to protect coastal areas; commercial plantations and community tree planting on a significant scale, and/or the introduction of trees in non-forested areas for ecological or economic purposes. -- Include the area under reforestation or afforestation (i.e., plantation forests and/or community woodlots). Do not include natural forested areas that have been recently deforested for the purpose of planting trees. Do not include tree planting in agroforestry systems (include this under agroforestry).
Sustainable Agriculture	<p>Agricultural systems that increase or maintain carbon in their soil and biomass through time by employing certain proven cultural practices known</p> <ul style="list-style-type: none"> - no-tillage or reduced tillage - erosion control/soil conservation techniques, especially on hillsides - perennial crops in the system - higher crop yields through better nitrogen and soil management - long-term rotations with legumes - the use of organic mulches, crop residues and other organic inputs into the soil - better management of agrochemicals, by stressing careful fertilizer management that will increase yields while minimizing the use of petro-based
Special Instructions: Creating a Copy of this Spreadsheet	
Step 1	Finish filling any cells you are working on and hit " Return " or " Enter ".
Step 2	Click on " Edit " in the menu bar, above. Go down and click on " Move or Copy Sheet ". The "Move or Copy" dialog box will open. (NOTE: You may also open this dialog box by using the right button on your mouse to click on the "T4-2.1 Land Use" tab near the bottom of the screen.)
Step 3	Next, scroll down in the dialog box and click on " T2.1 Land Use ".
Step 4	Next, click on the box at bottom to Create a copy .
Step 5	Hit " OK ". A new copy of T2.1 Land Use will appear in the row of tabs near the bottom of the screen. PLEASE NOTE: Some cells may not retain all the original text when the sheet is copied, especially in the definitions sections.

Please fill in the YELLOW cells to complete the table.

TABLE 2.3							
Result 2: Reduced Net Greenhouse Gas Emissions from the Land Use/Forest Management Sector							
Indicator 3: National/sub-national policy advances in the land use/forestry sector that contribute to the preservation or increase of carbon stocks and sinks, and to the avoidance of greenhouse gas emissions							
PLEASE SEE DEFINITIONS BELOW		Enter the number of separate steps for each measure					
Policy Measure	Scope (N or S)	STEP 1: Policy Preparation and Presentation	STEP 2: Policy Adoption	STEP 3: Implementation and Enforcement	List Activities Contributing to Each Policy Category	SO Number for Activity	CN/TN Number for Activity
Ex: Facilitates establishment and conservation of protected areas	N	2	1		Two studies completed on national protected areas law for the Environment Min., including recommendations for legal reform; revised National Protected Areas Law adopted, Min. Decree No. 1999/304.	3.1	TN-556-27
Facilitates improved land use planning							
Facilitates sustainable forest management							
Facilitates establishment and conservation of protected areas							
Improves integrated coastal management							
Decreases agricultural subsidies or other perverse fiscal incentives that hinder sustainable forest management							
Corrects protective trade policies that devalue forest resources							
Clarifies and improves land and resource tenure							
Other (describe)							
Other							
Other							
Other							
Other							
Sub-total(number of policy steps achieved)		0	0	0			
Total (number of policy steps achieved):				0			

Definitions: Scope	
National Policies (N)	Policies that influence issues on a countrywide level.
Sub-national Policies (S)	Policies that affect a tribal nation, province, state or region that are neither national nor site specific in impact.
Definitions: Policy Steps Achieved	
Policy Measure	"Policy measures" may include documentation demonstrating a legal, regulatory, or other governmental commitment to a defined course of action. Thus, for example, "policy measures" would include: a national, state, provincial, or local law; a regulation or
Policy Preparation and Presentation (Step 1)	Draft bill, policy or regulation, vetted through relevant stakeholders in government, non-government, the private sector and civil society, and introduced for debate in appropriate legislative, regulatory, or governmental body.
Policy Adoption (Step 2)	Policy intervention is approved and adopted by the appropriate administrative agency or legislative body. Can take the form of the voting on a law; the issuance of a decree, etc.
Policy Implementation and Enforcement (Step 3)	Actions that put the policy interventions into effect, such as agency personnel trained in procedures, appropriate institutions created or strengthened, or legislation implemented through the appropriate government agency.

Please fill in the YELLOW cells to complete the table.

TABLE 2.4

Result 2: Reduced Net Greenhouse Gas Emissions from the Land Use/Forest Management Sector

Indicator 4: Value of Public and Private Investment Leveraged by USAID for Activities that Contribute to the Preservation or Increase of Carbon Stocks and Reduction of Greenhouse Gas Emissions

PLEASE SEE DEFINITIONS BELOW

Activity	Source of Leveraged Funds	Methodology for determining amount of funding	Direct Leveraged Funds	Indirect Leveraged Funds	SO Number for Activity	CN/TN Number for Activity
National Nature Conservation Fund	National Government	Figure reflects direct, in-kind contribution of national government.	\$572,800		3.3	TN-556-27
Big Forest Climate Change Action Project	The Nature Conservancy and the Friends of Nature Foundation	NGOs initiated independent activity with separate funding, building on earlier USAID conservation project.		\$1,700,000	3.3	CN-23-222
Total:			\$0	\$0		

Definitions: Funding Leveraged

Direct Leveraged Funding

Funding leveraged directly in support of current USAID activities and programs, including:

- funding leveraged from partners for joint USAID activities;
- funding for activities in which USAID developed enabling policies, regulations, or provided pre-investment support (prorated);
- obligated or committed funding for direct follow-on MDB loan programs (prorated);
- obligated or committed funding for direct follow-on private-sector funded programs that reach financial closure (prorated);
- joint implementation investments;
- Development Credit Authority investments.

Indirect Leveraged Funding

Funding dedicated by other donors or governments to replicate programs that USAID initiated, but which USAID does not or will not itself fund.

Please fill in the YELLOW cells to complete the table.

TABLE 2.5a				
Result 2: Reduced Net Greenhouse Gas Emissions from the Land Use/Forest Management Sector				
Indicator 5a: Increased Capacity to Address Global Climate Change Issues				
Types of institutions strengthened to address GCC issues	Number of Institutions Strengthened	Names of Associations, NGOs, or other Institutions Strengthened	SO Number for Activity	CN/TN Number for Activity
Ex: NGOs	3	Friends of Nature Foundation, SITA, Sustainable Forests Unlimited	3.2	CN-23-222
NGOs				
Private Institutions				
Research / Educational Institutions				
Public Institutions				
Total Number of Institutions Strengthened:	0			

Please fill in the YELLOW cells to complete the table.

Table 2.5b					
Result 2: Reduced Net Greenhouse Gas Emissions from the Land Use/Forest Management Sector					
Indicator 5b: Technical Capacity Strengthened through Workshops, Research, and/or Training Activities					
	Types of Support Provided (Enter the number of Training/TA activities for each category)				
Category	Training	Technical Assistance	List the Activities that Contribute to Each Capacity Building Category	SO Number for Activity	CN/TN Number for Activity
Ex: Advancing sustainable forest management	1	3	Presentation of nursery & reforestation studies; US training on resource mgmt; env'l impact assessment law training; forest restoration & recovery workshop. TA for fire prevention.	3.3	CN-23-222
Advancing improved land use planning					
Advancing sustainable forest management					
Advancing establishment and conservation of protected areas					
Advancing integrated coastal management					
Advancing decreases in agricultural subsidies or other perverse fiscal incentives that hinder sustainable forest management					
Advancing the correction of protective trade policies that devalue forest resources					
Advancing the clarification and improvement of land and resource tenure					
Other (describe)					
Other					
Other					
Other					
Other					
Number of categories where training and technical assistance has been provided:	0	0			

Please fill in the YELLOW cells to complete the table.

TABLE 3.1

Result 3: Reduced Net Greenhouse Gas Emissions from the Energy Sector, Industry and Urban Areas

Indicator 1: Emissions of Carbon Dioxide Equivalents Avoided, due to USAID Assistance (Measuring Carbon Dioxide, Methane, and Nitrous Oxide)

**PLEASE SEE FUEL TYPE CODES
BELOW**

PLEASE SEE FUEL TYPE CODES BELOW	3.1 A - CO2 Emissions avoided through renewable energy activities			3.1 B - CO2 emissions avoided through end use energy efficiency improvements			3.1 C - CO2 emissions avoided through energy efficiency improvements in generation, transmission, and distribution (including new production capacity)				
	3.1A: MW-h produced in electricity generation	3.1A: BTU's produced in thermal combustion	3.1A: Fuel type replaced (use codes)	3.1B: MW-h saved	3.1B: BTU's saved in thermal combustion	3.1B: Fuel type saved (use codes)	3.1C: MW-h saved	3.1C: BTU's saved in thermal combustion	3.1C: Fuel type saved (use codes)		
Activity										SO number for Activity	CN/TN Number for Activity
Renewable Energy Production Prog.	512,258		J							2.1	CN-120-97
Steam & Combustion Efficiency Pilot Proj.					1,832,144	J				2.1	CN-120-97
Power Sector Retrofits							912,733		T	2.1	CN-120-97

**PLEASE SEE FUEL TYPE CODES
BELOW**

PLEASE SEE FUEL TYPE CODES BELOW		3.1 D - CO2 emissions avoided as a result of switching to cleaner fossil fuels (including new production capacity)			3.1 E - Methane emissions captured from solid waste, coal mining, or sewage treatment	3.1 F - Tonnes of nitrous oxide emissions avoided through improved agriculture		
Activity	3.1D: MW-h produced in electricity generation	3.1D BTUs produced in thermal combustion	3.1D Old fuel type (use codes)	3.1D New fuel type (use codes)	3.1E: Tonnes of methane	3.1F: Tonnes of nitrous oxide		
Clean Fuels Program	4,551		H	FF			2	CN-120-97
Municipal Landfill Proj.					450		2	CN-120-97
Sust. Ag. & Devt. Proj.						575	2	CN-120-97

Codes for Fuel Type			
Fuel Types		Code	Fuel Name
Liquid Fossil	Primary Fuels	A	Crude oil
		B	Orimulsion
		C	Natural gas liquid
	Secondary Fuels	D	Gasoline
		E	Jet kerosene
		F	Other kerosene
		G	Shale oil
		H	Gas/diesel oil
		J	Residual fuel oil
		K	LPG
		L	Ethane
		M	Naphtha
		N	Bitumen
		O	Lubricants
		P	Petroleum coke
		Q	Refinery feedstocks
		R	Refinery gas
		S	Other oil
Solid Fossil	Primary Fuels	T	Anthracite (coal)
		U	Coking coal
		V	Other bituminous coal
		W	Sub-bituminous coal
		X	Lignite
		Y	Oil shale
		Z	Peat
	Secondary fuels/ products	AA	BKB & patent fueLa
		BB	Coke oven/gas coke
		CC	Coke oven gas
		DD	Blast furnace gas
		EE	Natural gas (dry)
Gaseous Fossil		FF	Solid biomass
Biomass		GG	Liquid biomass
		HH	Gas biomass

Please fill in the YELLOW cells to complete the table.

TABLE 3.3

Result 3: Decreased Net Greenhouse Gas Emissions from the Energy Sector, Industry, and Urban Areas

Indicator 3: National/sub-national policy advances in the energy sector, industry and urban areas that contribute to the avoidance of greenhouse gas emissions

PLEASE SEE DEFINITIONS BELOW

Policy Measure	Scope (N or S)	STEP 1: Policy Preparation and Presentation	STEP 2: Policy Adoption	STEP 3: Implementation and Enforcement	List Activities Contributing to Each Policy Category	SO Number for Activity	CN/TN Number for Activity
Example: Facilitates improved demand side management or integrated resource planning	N	2	1		Mission supported introduction of two decrees for energy tariff reforms (pursuant to National Energy Reform Law) in the national parliament; one decree was adopted.	2.4	CN-577-92
Facilitates improved demand side management or integrated resource planning							
Facilitates competitive energy markets that promote market-based energy prices, decrease fossil fuel subsidies, or allow open access to independent providers							
Facilitates the installation of energy efficient or other greenhouse gas reducing technologies, including improved efficiencies in industrial processes							
Facilitates the use of renewable energy technologies							
Facilitates the use of cleaner fossil fuels (cleaner coal or natural gas)							
Facilitates the introduction of cleaner modes of transportation and efficient transportation systems							
Promotes the use of cogeneration							
Other (describe)							
Other							
Other							
Other							
Other							
Sub-total (number of policy steps achieved):		0	0	0			
Total (number of policy steps achieved):				0			

Definitions: Scope	
National Policies (N)	Policies that influence issues on a countrywide level.
Sub-national Policies (S)	Policies that affect a tribal nation, province, state or region that are neither national nor site specific in impact.
Definitions: Policy Steps Achieved	
Policy Measures	"Policy measures" may include documentation demonstrating a legal, regulatory, or other governmental commitment to a defined course of action. Thus, for example, "policy measures" would include: a national, state, provincial, or local law; a regulation or decree; guidance issued by an agency, ministry, or sub-national body; a land use plan; a National Environmental Action Plan; a Climate Change Action Plan; or a National Communication to the IPCC. The term "policy measures" does not include technical documentation, such as technical reports or land use maps, nor site-specific activities reported under Indicators 1 and 2 (e.g., legal demarcation of individual site or granting of community access to single location).
Policy Preparation and Presentation (Step 1)	Draft bill, policy or regulation, vetted through relevant stakeholders in government, non-government, the private sector and civil society, and introduced for debate in appropriate legislative, regulatory, or governmental body.
Policy Adoption (Step 2)	Policy intervention is approved and adopted by the appropriate administrative agency or legislative body. Can take the form of the voting on law; the issuance of a decree, etc.
Policy Implementation and Enforcement (Step 3)	Actions that put the policy interventions into effect, such as agency personnel trained in procedures, appropriate institutions created or strengthened, or legislation implemented through the appropriate government agency.

Please fill in the YELLOW cells to complete the table.

Table 3.4				
Result 3: Reduced Net Greenhouse Gas Emissions from the Energy Sector, Industry and Urban Areas				
Indicator 4: Strategies/Audits that Contribute to the Avoidance of Greenhouse Gas Emissions				
Activity	Number of audits or strategies completed	Number or audit recommendations or strategies implemented	SO Number for Activity	CN/TN Number for Activity
Steam & Combustion Efficiency Pilot Project	41	35	2.1	CN-577-92
Total:	0	0		

Please fill in the YELLOW cells to complete the table.

TABLE 3.5						
Result 3: Reduced Net Greenhouse Gas Emissions from the Energy Sector, Industry and Urban Areas						
Indicator 5: Value of Public and Private Investment Leveraged by USAID for Activities that Reduce Greenhouse Gas Emissions						
PLEASE SEE DEFINITIONS BELOW						
Activity	Source of Leveraged Funds	Methodology for determining amount of funding	Direct Leveraged Funds	Indirect Leveraged Funds	SO Number for Activity	CN/TN Number for Activity
National Renewable Energy Program	Dept. of Energy, World Bank-GEF	DOE direct buy-in to USAID. In FY99, GEF funded replication of NREP activity begun in FY98.	\$120,000	\$2,500,000	2	CN-577-92
Total:			\$0	\$0		

Definitions: Funding Leveraged	
Direct Leveraged Funding	Funding leveraged directly in support of USAID activities and programs, including: <ul style="list-style-type: none"> - funding leveraged from partners for joint USAID activities; - funding for activities in which USAID developed enabling policies, regulations, or provided pre-investment support (prorated); - obligated or committed funding for direct follow-on MDB loan programs (prorated); - obligated or committed funding for direct follow-on private-sector funded programs that reach financial closure (prorated); - joint implementation investments; - Development Credit Authority investments.
Indirect Leveraged Funding	Funding dedicated by other donors or governments to replicate programs that USAID initiated, but which USAID does not or will not itself fund.

Please fill in the YELLOW cells to complete the table.

TABLE 3.6a

Result 3: Reduced Net Greenhouse Gas Emissions from the Energy Sector, Industry and Urban Areas

Indicator 6a: Increased Capacity to Address Global Climate Change Issues

Types of institutions strengthened to address GCC issues	Number of Institutions Strength-ened	Names of Associations, NGOs, or other Institutions Strengthened	SO Number for Activity	CN/TN Number for Activity
Ex: NGOs	3	Center for Cleaner Production, Association of Industrial Engineers, National Solar Energy Foundation, Clean Air Alliance, Institute for Industrial Efficiency	2.4	CN-577-92
NGOs				
Private Institutions				
Research/Educational Institutions				
Public Institutions				
Total Number of Institutions Strengthened:	0			

Please fill in the YELLOW cells to complete the table.

Table 3.6b					
Result 3: Reduced Net Greenhouse Gas Emissions from the Energy Sector, Industry and Urban Areas					
Indicator 6b: Technical Capacity Strengthened through Workshops, Research, and/or Training Activities					
	Types of Support Provided (Enter the number of Training/TA activities for each category)				
Category	Training	Technical Assistance	List the Activities that Contribute to Each Capacity Building Category	SO Number for Activity	CN/TN Number for Activity
Example: Use of renewable energy technologies	1	3	Developed sustainable markets for renewable energy technologies. Over 200 renewable energy systems installed. Training for utilities, government officials, NGOs. Study on renewable energy applications	2.4	CN-577-92
Improved demand-side management or integrated resource planning					
Competitive energy markets that promote market-based energy prices, decrease fossil fuel subsidies, or allow open access to independent providers					
Installation of energy efficient or other greenhouse gas reducing technologies, including improved efficiencies in industrial processes					
Use of renewable energy technologies					
Use of cleaner fossil fuels (cleaner coal or natural gas)					
Introduction of cleaner modes of transportation and efficient transportation systems					
Use of cogeneration					
Other (describe)					
Other					
Other					
Other					
Other					
Total number of points for Training/Technical Assistance	0	0			

Information Annex Topic: Updated Results Framework

Part A. Results Framework

SO 5: Increased Opportunities for Domestic and Foreign Investment

IR5.1: Improved legal, administrative regulatory and policy environment for private sector development

IR5.2: Strengthened capacity of selected institutions to foster private enterprise

SO 6: Improved Water Resources Management in the Souss-Massa-River Basin

IR6.1: Institutions and policies for water resources management improved

IR6.2: Best practices in water resources management developed and disseminated

IR6.3: Non-governmental participation in water resources management increased

SpO 7: Key Interventions promote sustainability of population, health and nutrition programs in Morocco

IR7.1 Effective decentralized management of primary health care established on a pilot basis

IR7.2: Use of private sector reproductive and child health (RCH) services increased nationwide

SpO 8: Increased attainment of basic education among girls in selected provinces

IR8.1: Improved school environment

IR8.1.1: Improved teaching skills

IR8.1.2: Increased village/commune support for girls' education

IR8.1.3: Improved educational management at the provincial level

SpO 9: Increased capability and active participation of civil society in support of citizen rights

Part B. New Indicator Reporting

SO Name: Improved Water Resources Management in the Souss-Massa River Basin

Indicator Level: Strategic Objective

Current Indicator Name: Number of critical enabling conditions achieved to improve water resources management in the Souss-Massa River Basin

Proposed Indicator Name: Same (no change)

	Actual	Planned
Baseline Year 2000	0	
Target 2002		3
Target 2003		3

SO Name: Improved Water Resources Management in the Souss-Massa River Basin

Indicator Level: Intermediate Result 6.1.1

Current Indicator Name: Principal steps achieved for RBA creation and operationalization

Proposed Indicator Name: Same (no change)

	Actual	Planned
Baseline Year 2000	0	
Target 2002		2
Target 2003		3

SO Name: Improved Water Resources Management in the Souss-Massa River Basin

Indicator Level: Intermediate Result 6.2.2

Current Indicator Name: Critical steps achieved towards IATWG creation and operationalization

Proposed Indicator Name: Progress toward the development and implementation of pilot projects

	Actual	Planned
Baseline Year 2000	0	
Target 2002		3
Target 2003		5

SO Name Improved Water Resources Management in the Souss-Massa River Basin

Indicator Level: Intermediate Result 6.3.1

Current Indicator Name: Progress toward adoption of key policy reforms

Proposed Indicator Name: Steps achieved toward improving NGO collaboration in water planning and implementation

	Actual	Planned
Baseline Year 2000	0	
Target 2002		2
Target 2003		2

SO Name: Increased Attainment of Basic Education Among Girls in Selected Rural Provinces

Indicator Level: Strategic Objective - IR 8.1

Current Indicator Name: Improved School Facilities 8.1.3

Proposed Indicator Name: Gender-Sensitive Interactive Process 8.1.2

	Actual	Planned
Baseline Year 99-00	0 - 10%	
Target 2002 01-02		45%
Target 2003 02-03		60%

Information Annex Topic: Institutional and Organizational Development

Information Annex Topic: Institutional and organizational development

What the information annex will be used for: prepare the cross-cutting theme chapter of the FY 2000 Performance Overview. The 2000 revision of the Agency Strategic Plan includes five cross-cutting themes in addition to the six Agency goals and the management goal. It also includes a commitment to report on one of the themes in depth in the Performance Overview each year. Institutional and organizational development has been chosen as the theme to be reported on in the 2000 Performance Overview.

The Performance Overview chapter aims to document the following points, based on the information requested:

- * support for institutional and organizational development is systematically programmed in results frameworks for the majority of Agency OUs;
- * support for institutional and organizational development systematically cross-cuts Agency goal areas in OU programs;
- * institutional and organizational development support is provided to public sector, private for-profit and private non-profit organizations consistent with program objectives;
- * a variety of types of capacity-building (e.g., financial accountability and sustainability, management and

Guidelines for Identifying Institutional Capacity Development. An institutional development IR should contain two elements: (1) the name of the overarching institution concerned and (2) the change taking place. IRs Institutions are defined as the "rules of the game" and the measures for enforcing those rules. In other words, for our purposes, institutions refer to the broad political and economic context within which development processes take place. These include policies, laws, regulations, and judicial practices. They also refer to less tangible practices like corruption, presence or lack of transparency and accountability. The rules and norms we are concerned with are political and economic, not social. Not every IR about policy is to be called institutional development. If the IR is about adopting/implementing a specific policy, it is not institutional development-- it falls under the goal area for the sector it addresses. Include only IRs about changing the

Guideline for Identifying Organizational Capacity Development IRs. The IR should have these elements: (1) It must name or allude to a specific organization or type of organization (an organization is a group of individuals bound by some common purpose to achieve objectives) and (2) it has to how or what action is being done to develop the organization.

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Verification	Objective ID	IR No.	IR name	Indicators	Public sector	Private for profit	Private non-profit
Y	608-005	IR 5.1	Improved legal, administrative, regulatory and policy environment for private sector development	<u>5.1a.</u> Progress in reengineering selected administrative processes	Y	N	N
Y	608-005	IR 5.2	Strengthened capacity of selected institutions to foster private enterprise	<u>5.2a.</u> Level of institutional capacity of Agadir commercial court, <u>5.2b.</u> Level of operational and financial sustainability of USAID assisted micro-finance intermediaries, <u>5.2c.</u> Revenues of targeted associations from services to members	Y	Y	Y
Y	608-006	IR 6.1	Institutions and policies for water resources management improved	<u>6.1.</u> Critical institutional functions achieved by the RBA	Y	N	N
Y	608-006	IR 6.2	Best practices in water resources management developed and disseminated	<u>6.2.a.</u> Number of targeted groups reached through best practice dissemination activities, <u>6.2.b.</u> Number of best practices disseminated to SIWM stakeholders	Y	Y	Y
Y	608-006	IR 6.3	Non-governmental participation in water resources management increased	<u>6.3.a.</u> Number of NGOs and other collaborating organizations demonstrating capacity to participate effectively in water resources management planning and implementation, <u>6.3.b.</u> Number of environmental activities implemented with NGO partnership (WRS Indicator)	N	N	Y
Y	608-007	IR 7.1	Effective decentralized management of primary health care established on a pilot basis	<u>7.1.1</u> Couple Years Protection (CYP) increased in pilot regions of Souss-Massa-Draa (SMD) and Tangier-Tetouan (TT), <u>7.1.2</u> Health and demographic data effectively used by pilot region health teams to identify and resolve local health problems in collaboration with local partners	Y	N	N
Y	608-007	IR 7.2	Use of private sector reproductive and child health (RCH) services increased nationwide	7.2.1. Couple Years of Protection (CYP) in the private sector increased, as proportion of all CYPs delivered in the public and private sector	N	Y	N
Y	608-008	IR 8.1	Improved School Environment	<u>8.1.2.</u> Gender-sensitive interactive process, <u>8.1.2.3.</u> Number of parents who meet with teachers, <u>8.1.3.1.</u> EMIS data available and used locally	Y	N	Y

Information Annex Topic: Success Stories

USAID Population Assistance in Morocco

USAID has provided extensive assistance to the Ministry of Health (MOH) of the Government of Morocco over the past several decades to expand family planning services, increase contraceptive prevalence, improve child health, and assist in other aspects of reproductive health. With this assistance, Morocco has achieved outstanding results in reducing fertility and mortality of children under five, and now serves as a model for other countries. USAID has a particularly strong and effective partnership in Morocco, which includes private sector groups and NGOs. USAID is now progressively reducing its financial support to the sector while helping the MOH consolidate the gains they have achieved and develop innovative solutions to outstanding problems.

With USAID's support, by September 2000 the Ministry of Health was fully prepared for the phase-out of USAID assistance by institutionalizing key elements of a national family planning/maternal child health program, including for example, the contraceptive logistics system, pre-and in-service training, and data management systems. The MOH has also successfully confronted the challenge of financing contraceptives, exceeding host country contribution requirements. 2000 was the final year of USAID financed contraceptives for Morocco. National commitment is so strong in this area that a recent UNFPA shortfall has been addressed by increases in the Moroccan budget for contraceptives.

In its final phase, over the next five years, USAID assistance will include far greater implication of new partners at the local level and in the private sector. This approach will both diversify the resource base and move problem solving from the central level closer to the local level with the specific objective of reaching populations with unmet need for reproductive and child health services. The focus on sustainability and phase-out is highlighted by the fact that funding levels are 70% lower than in previous agreements.

USAID's collaboration with Morocco in the population sector is a testament to the success that can be achieved in a development partnership. Moroccan institutions have been strengthened; Moroccan women and children are healthier demonstrating that the overall results far exceed the value of USAID investments.

Morocco: Key Health Indicators Compared

	1983/84	1992	1997
Total Fertility Rate			
Rural	6.6	5.5	4.1
Urban	4.3	2.5	2.3
Total	5.5	4.0	3.1
Infant Mortality (per 1000 live births)			
Rural	108.3	69.3	45.6
Urban	78.5	51.9	23.6
Total	91.4	63.1	36.7
Mortality of Children Under 5			
Child (1<5 yrs.)	47.0	22.1	9.8
Infant/Child (0<5 yrs.)	138	84	46
Maternal Mortality (per 100,000 live births)			
Rural	N/A	362	308
Urban	N/A	284	125
Total	404	332	228
Modern Contraceptive Prevalence Rate (% married women of reproductive age)			
Rural	11	28	44
Urban	38	46	54
Total	21	36	49

1983/4 Figures from Morocco Demographic and Health Survey and Infant Mortality Rates from MOH estimates

1992 Figures from Morocco Demographic and Health Survey II

1997 Figures from PAPCHILD-1997

Marketing Al Hilal Oral Contraceptives

Launched in 1993 to increase the role of the private sector in provision of contraceptives, the Al Hilal social marketing campaign has been a resounding success.

Morocco's most popular method of contraception, oral contraceptives were the first product to be marketed under the Al Hilal logo. USAID negotiated agreements with distributors so that they would keep their prices low in exchange for marketing support in various countries. In Morocco, this included the first television advertising for contraceptives, radio advertising, posters and brochures to promote the Al Hilal brand.

Two types of oral contraceptives are sold in pharmacies under the Al Hilal brand at a price of less than \$1 per packet. Within four years, the volume of sales was so high that the product was commercially competitive. Now Al Hilal contraceptives are marketed and sold without any donor funding.

In 1997, when sales for Al Hilal increased by 15 percent, the private sector partners contributed over \$80,000 for Al Hilal marketing. Today Al Hilal has the single largest share of the private oral contraceptive market, and its logo is associated with high quality. USAID is currently supporting promotion under the same logo of longer-term methods, such as injectables and intra-uterine devices (IUDs).

Communication Tools Designed by Health Workers

One of the most important and difficult tasks of rural health workers in Morocco is to heighten the awareness of their clients about priority health issues such as family planning, safe motherhood and raising healthy children. This part of the job has been even more challenging because of a lack of appropriate health educational material for remote communities where few people know how to read.

This has changed. After years of having no materials or makeshift educational materials, a group of outreach nurses participated in an USAID-funded workshop to design appropriate materials. They wanted something easy to carry and practical to use that would communicate important health messages. The workshop culminated in the design and production of a “flannelograph” which a backdrop for a series of relevant pictures. These tools can be used for either group or individual health education sessions. Sets of pictures convey important health messages through stories about healthy, happy Moroccan families related to safe pregnancy, family planning, child nutrition and sanitation.

Today, over 2000 health care providers and other community workers, including American Peace Corps Volunteers, are using these tools in villages throughout rural Morocco to raise awareness and to get their clients to adopt habits that lead to improved health.

Reaching Out to Rural Moroccans

Moroccans living in Morocco’s mountains, deserts and plains do not have the same access to basic health services enjoyed by their countrymen living in towns and cities. This gap is reflected in official health indicators, which for some rural areas lag 10 years behind those of urban Morocco.

Today, mobile teams of nurses, doctors and health educators, or individual itinerant nurses, bring services and information to the rural population in their respective catchment areas on a regular basis. This approach of the Ministry of Health was adopted in partnership with USAID, which has provided 180 Chevrolet vehicles designed to the ministry’s specifications. In addition to these vehicles, spare parts, maintenance training, etc., USAID funded 180 medical kits and capping equipment, and most importantly, training of 3,000 health workers who would staff the mobile teams.

These health workers divide their time between mobile efforts and work in the small clinics located in these rural areas. USAID purchased medical and audiovisual equipment for 154 new rural health centers, eight referral centers and 19 other health facilities.

Saving Mothers’ Lives

The birth of a child has become a safer and happier experience for many Moroccan women. This is good news for Morocco, a nation whose maternal mortality ratio – 308 per 100,000 live births in rural areas and 125 in urban areas - is among the highest in the Arab world.

With USAID support, Morocco has tackled high rates of maternal mortality through successful pilot activities in two regions. Morocco’s Safe Motherhood initiative has given Moroccan women improved access to emergency obstetric care (EOC). Pilot activities began in 1995. As a result of this pilot, 75,000 Moroccan mothers have new life-saving services within two hours of their homes. These women live in two regions of central Morocco chosen because of their high rates of unmet need. Today these two regions meet the World Health Organization’s criteria for the number of facilities, in relation to population, offering basic and comprehensive EOC.

Even more importantly, the Ministry of Health has adopted EOC as a national health priority. With help from international partners, it will build on its success with USAID by replicating this pioneering approach in other regions of Morocco. The approach combines the expansion and upgrading of emergency obstetric care with improved advocacy and public education for safe motherhood.

The pilot activities used a two-pronged approach that combines public education and advocacy with improved facilities for emergency obstetric care. Information, education and communication activities targeted three groups - decision makers, health care providers, and pregnant women and their families.

USAID helped the Ministry of Health develop a comprehensive communication strategy to raise awareness about maternal mortality, and to convey the message that women need not die in childbirth. Implemented by the Ministry's Information, Education and Communication (IEC) Division with the support of USAID, the program incorporated advocacy, motivation of care providers and public education. The two main phases of the program were carefully sequenced to ensure a supply of emergency obstetric care to meet the demand created.

The initial phase of the strategy alerted policy-makers and influential people to the high level of maternal mortality in Morocco. At the same time, Morocco's health professionals were urged to take personal responsibility, appropriate for each level of the health system, to prevent maternal deaths. The later phase of the strategy focused on women, their husbands and their families. In most parts of rural Morocco, it is necessary to dispel attitudes regarding the inevitability of maternal deaths while providing clear information on obstetric complications that require immediate care. Women and their families need to recognize signs of complications during childbirth so that they can make informed decisions on when to seek care. Key messages were embedded in two dramas designed both to entertain and to educate. One was a play, *Aide-toi, le Ciel t'Aidera*, that reached an audience of 37,000 people during a 1997 national tour. The second was a video entitled *Bent Ettajer*, shown in mobile health units throughout Morocco. To reach a larger audience, *Bent Ettajer* and a videotaped version of the play were shown on national television and on long-distance bus lines.

To assure that health facilities offer timely and appropriate treatment, nearly 300 health care providers were trained to give basic or comprehensive emergency obstetric care. In addition, health facilities were supplied with emergency equipment. Community health centers offer basic delivery care, including intravenous medications, vacuum extraction, and other life saving interventions. Referral centers also offer comprehensive care, including Caesarian sections and blood transfusions.

Decentralized management approaches and the involvement of local Safe Motherhood committees help assure sustainable expansion of emergency obstetric care. USAID has helped improve 62 health facilities, nearly half of which began to offer obstetric services for the first time. Four new obstetric operating rooms were built.

Monitoring and evaluation systems include a standard protocol for auditing maternal deaths. USAID is monitoring project success principally with a "met-need" indicator. A measure of the number of women treated for obstetric complications as a proportion of all those estimated to have a complication, "met need" in the pilot area was 26 percent in 1996 but had risen to 72 percent by 1999. Over the long term, increased met need for treatment of complications will measurably reduce maternal mortality.

Basic Education For Rural Girls:

Taghdoute Primary School in Ouarzazate: A pioneering example of a gender integrated approach to improving the school environment for all

From a distance the Taghdoute school appears to be no different from other rural schools. The school building is like any one of a number of shoe box designs that are commonly constructed from brick or cement with several classrooms side by side, each with their own door opening to the outside. The difference is not so much in appearance as in the training of the personnel and, as a result, the educational processes that take place within the school.

Upon entering a classroom, the first noticeable change is that the seating arrangement is structured in 4 - 5 groups of boys and girls sitting together around tables. Although the room is a simple cement box, it is comfortable with some natural light and good ventilation. Above all it is clean. The air is infused with delight as the teacher walks through the classroom talking with each group, asking and answering questions, and offering guidance. The teacher is using student-centered learning methodologies and the girls as well as the boys are responding well. The girls and boys laugh and joke a bit, then the teacher returns their focus to the lesson of the moment by asking, in a good humored tone, a question that engages the children's participation.

The school inspector, who has been holding discussions outside with members of the parent-teacher association, also enters the classroom and talks with the teacher and the students. The inspector knows the students by name and asks them questions about their school.

In the multi-function room next door a group of girls and boys sit at a table painting; another group sits on a rug on the floor in the corner library and they are reading out loud to each other. This room is open to students as well as other village children who are not in school. One of the boys the inspector had talked to in the classroom only enrolled in school after many visits to the multi-function room.

Taghdoute, this school in rural Morocco, is a beneficiary of the multiple girls' education programs of USAID/Morocco. The teachers, school director, and the school inspectors who inspect the teachers' performance have participated in several in-service training workshops on child-centered, gender sensitive teaching and learning methodologies. The community has been sensitized to the importance of sending their girls and boys to school and the necessity of their participation in school-related decisions. Taghdoute has received attention from its community, from the staff working in the school, and from the provincial representatives of the Ministry of National Education. That is why, today, there are more girls and boys in this school than there were three years ago. And that is why the air in the school is infused with joy and a positive attitude.

Information Annex Topic: Supplemental Information

1. CROSSCUTTING THEMES STRATEGY

After a year of CCT implementation, the Mission is considering refining its nature. As originally conceived, the value-added of the CCT methodology was improved coordination, communication and integration of the USAID sectoral programs in the region. Indeed, we are seeing early results of participatory planning and implementation in two integrated development activities at the rural commune and village level. However, the approach requires more than just the focus on gender integration and public-private partnerships in order to achieve the promised added value throughout the region. The CCT Strategy should evolve into a participatory governance approach, which adds value to each SO/SpO activity by improving the working environment at all levels. Through improved administrative, communication, and decision-making systems in the SMD, community associations, appointed and elected local officials, private sector leaders, and donors will be better able to achieve their mutual development goals. A refined regional approach, as described below, would thus become an overlay of the Mission's Strategic Framework for activities within the Souss-Massa-Draa region and provide a more appropriate and functional structure in which cross-sectoral activities can take place. The approach must necessarily be flexible in nature, and will be further refined as the Team, the Mission's relationships with regional counterparts, SO strategies and CCT-funded activities mature.

USAID/Morocco Regional Approach

The original CCT Strategy focused attention on two critical themes: gender integration and public-private partnerships. This approach was consistent and appropriate at the time of the Strategy's development. However, as the Mission's SOs and GOM programs have matured over the past two years, the process and programmatic objectives developed in the CCT Strategy have been somewhat constrained by the exclusive focus on the two themes. Although key to any regional approach, these themes have limited the potential of the CCT Team to act more globally and capture the full potential of a Mission program that has significant multi-sectoral presence, with over half of its annual planning budget in the SMD. As USAID moves towards a coordinated regional approach, the GOM is also moving towards a regional strategy because of the changing socio-political environment. Indeed, the GOM is struggling with a series of similar and closely related issues. For the GOM, key questions are how best to devolve authority from the center to the periphery, how the regions in turn should relate to the provinces and communes, and how the entire process of devolution or deconcentration should be managed to reach better participatory local governance. By evolving the CCT strategy into a regional approach, USAID has the unique opportunity to respond to and support institutionalized integrated development and to help key counterparts, as well as the private sector, NGOs and CSOs, find ways to work together more effectively. Thus, USAID/Morocco is recasting the CCT Strategy as a regional participatory governance approach, to be defined more clearly in the coming year in collaboration with regional partners. The Results Statement for the regional approach remains the same at present: Improved Quality of Life in the Souss-Massa-Draa.

CCT Strategy Results Reporting

Three levels of results reporting are proposed. First, the Team will measure and report on regional outcomes in the areas of decentralization, local capacity-building, gender integration, improved governance and local resource (human and financial) mobilization. Second, the Team will report on key outputs of various CCT-funded activities. Third, each of **the SO/SpO Teams will report** specific examples of value-added due to the CCT/Regional Strategy. Given the responsive, demand-driven nature of the proposed strategy and activities, R4 reporting will not be standardized from year to year, as is the case for SOs and SpOs. This will allow the Mission and Team the necessary flexibility to report best on results, best practices and lessons learned over the Strategy period.

Attributable Results

The SMD regional approach will seek to facilitate: rationalized decentralization and deconcentration of GOM functions; improved coordination and planning of the line agencies and other government units at the sub-national level; more strategic deployment of developmental resources; an enhanced role of NGOs and Civil Society Organizations (CSOs); and enhanced growth potential for the SMD. Relevant indicators to measure appropriate facets of this development effort will evolve out of a regional design process scheduled over the coming months, but already some of these higher-level results have started to be achieved.

The Regional Governor (Wali, appointed official) and the Regional Council (elected officials) of the SMD have agreed to play key roles in the development and implementation of USAID's program(s) in the SMD. These two institutions view the USAID program as key to achieving their own results and improving performance in the newly decentralized development context. Line agencies have started coordinating across sectors on a more frequent, structured basis, under the auspices of the Regional Governor and/or the Regional Council. USAID/Morocco funded a U.S. study tour of elected officials from the commune, provincial and regional levels focused on integrated development practices. The delegation developed a good understanding of the decentralization concept in the U.S. (where there is a clear separation between the federal, state, county and the commune/ municipality), the role of the private sector in service delivery, the role of NGOs in supporting local democracy, and the participation of citizens in the planning process and in program financing.

In addition, certain regional delegates (Health and Water, Water and EG-supported trade associations, Education and Health) have designated staff to link and coordinate efforts on overlapping activities. Several IT components have been introduced by USAID/Morocco within the SMD to support these efforts. Federations of NGOs have formed and linkages have been made to USAID activities to ease the burden of dealing with the thousands of Moroccan NGOs located in the SMD.

Two CCT-funded activities were started in June 2000, yielding early results attributable to the Mission's integrated approach. Catholic Relief Services (CRS) and the Near East Foundation (NEF) have made important progress towards achieving improved decentralized decision making, quality of public-private partnerships, and local mobilization. Both U.S. PVOs have

helped establish provincial steering committees made up of provincial government officials, commune officials, and NGO representatives. These steering committees have already created a common vision for the USAID/CRS-NEF program, and have engaged provincial delegates of the Ministries of Health, Education, Water and other USAID contractors into program design and implementation. Further decentralization is evident in the Steering Committee's proposal to create commune-level working groups consisting of commune presidents, village development associations, local health and education officials and staff. The Provincial Steering Committees expect that these commune-based working groups will play a key role in day-to-day project implementation, pushing decision-making powers and authorities to the lowest level possible. Gender integration has been one of the guiding principles of these exercises.

The CRS and NEF activities have also been a testing ground for USAID contractor and implementing partner integration and improved communication. Regular meetings are now taking place between USAID contractors, and CRS and NEF staff. This approach has resulted in first-time meetings between staff of different GOM ministries (Health and Education) for joint programming purposes. CRS, NEF, PROGRESS/JSI and MEG/CA provided joint presentations to national ministries describing the integrated approach sought under the program. Further, site selection for CRS and NEF-targeted assistance was a joint exercise between these PVOs, relevant USAID contractors and the provincial steering committees. Lastly, while the Health contractor plans to train NEF staff in working with NGOs in the health sector, the Education contractor plans to conduct a comparative analysis of education models through pilot implementation in conjunction with CRS and NEF—both with a view to improve SpO performance. These processes, although time consuming due to strong institutional barriers, have resulted in greater stakeholder participation in improved planning, and is expected to result in improved implementation and program outcomes. Moroccan institutionalization of these early results will be carried forward through the integration of local/regional NGOs (Education Pour Tous, Foundation Zakoura, AMSED) from the outset of the Rural Civil Society and Development Activity.

CCT Strategy Approach

As discussed above, the CCT/Regional approach has achieved both early programmatic results and “process” results. The CCT Team vision has matured, and methodologies and appropriate mechanisms for implementation continue to be explored. CCT-funded activities started late in fiscal year 2000, and the majority of the strategy's successes have come through improved processes within the Mission and with counterparts, which have overcome problems of SO stove-piping and avoided duplication of effort. These improved processes include:

- internal Mission communication and information sharing on overlapping issues that effect and enhance individual SO performance--this has led to a mentality of integration rather than exclusivity;
- exchange of lessons learned and best practices among SOs and their contractors on working at sub-national levels;
- identification of programmatic synergies between SOs that enhance performance; and
- programming of resources and timing of interventions in the SMD.

The ultimate goal of the CCT approach is for these processes to, in effect, “trickle down” through the CCT Team and Mission Teams, through our contractors and implementing partners across the portfolio, and be adopted and institutionalized by our Moroccan counterparts in the SMD. The CCT Team has undertaken several support activities that focus on the transfer of these processes and the setting-up of mechanisms to make them operational. These include implementation of a Deconcentration Study (sectoral coordination) and a Networking Activity (IT component), establishment of a Regional Council Coordinating Committee, and design of a Participatory Strategic Planning and Budgeting Activity and a Gender Integration Training Activity that are about to be launched. Through the integration of sectoral objectives, constraints and potentials, it is assumed that these types of activities will raise the impact of Mission activities. From these experiences, the CCT Team has learned valuable lessons in managing expectations of counterparts, working with local government, the politics of local development and how to gain maximum impact from limited resources. Although explicitly sought by the GOM and Moroccan civil society, USAID/Morocco is the only donor agency in Morocco that has adopted such an integrated regional approach. The Mission’s continued commitment to the region will be to assist them as they work through very tough institutional and local governance issues for their own development.

2. SO1 CLOSE-OUT REPORT:

SO1

**REDUCED FERTILITY AND IMPROVED HEALTH OF
WOMEN OF CHILD-BEARING
AGE AND CHILDREN UNDER FIVE**

CLOSE-OUT REPORT
USAID – Morocco

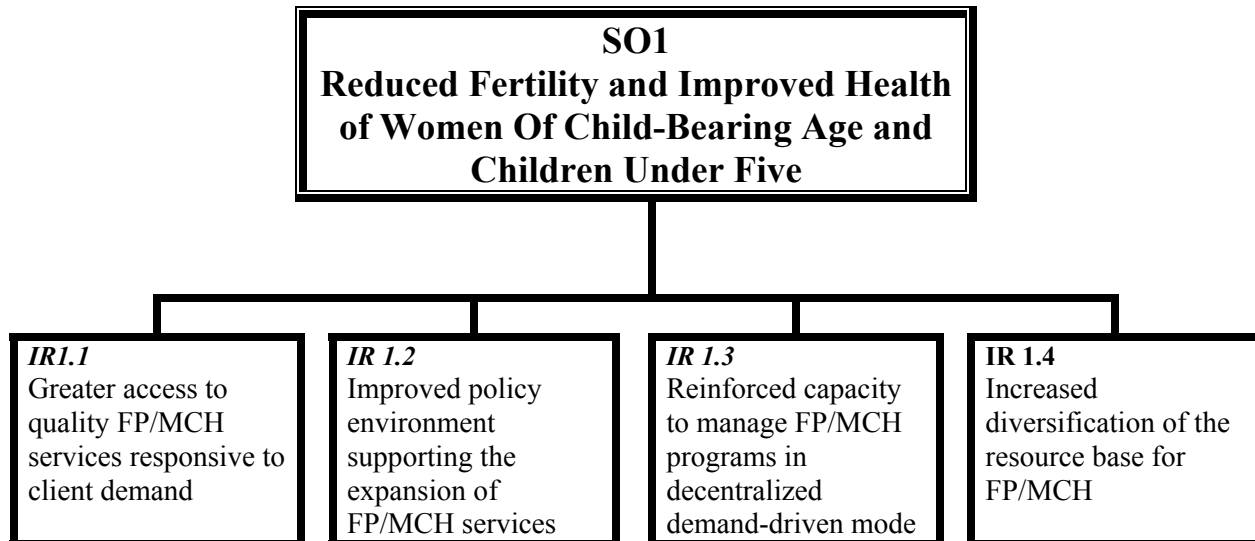
Project Number 608-0223

March 22, 2001

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- VI. Implementing Contractors and Grantees Funded Under SO1

I. SO1 FRAMEWORK



II. SO1 PERFORMANCE INDICATORS AND RESULTS

Performance indicator	Baseline	Targets	Performance
SO: Total fertility rate	1987 4.58 1992 4 1995 3.7	1995 3.7 1997 3.2 2000 3.0 (n/a)	1995 3.3 1997 3.1 (exceeded)
SO: Infant mortality rate per 1000 live births	1987 82.4/1000 1992 57 1995 52.5	1995 52.5 1997 55 2000 30 (n/a)	1995 61* 1997 36 (exceeded)
SO: Contraceptive prevalence rate	1987 36% 1992 42%	1995 45% 1997 47% 2000 48 (n/a)	1997 49% (exceeded)
IR 1: Percent of CYPs from use of long-term methods in the public sector	1993 34% 1997 41%	1998 43% 1999 45% 2000 n/a	1997 33% 1998 36% 1999 37% 2000 36% (not met)
IR 1: Proportion of sick children who were treated appropriately in health facilities in target areas	1997 47%	1999 70%	1999 91% (exceeded)
IR 1: Met need for emergency obstetrical care in pilot areas	1996 32% 1997 40%	1998 51% 1999 61%	1998 55% 1999 72% (exceeded)
IR 2: Proportion of operating costs associated with USAID FP/MCH program financed by the GOM		1994 47% 1995 54% 1996 61% 1997 68% 1998 75% 1999 83% 2000 discontinue	1994 88% 1995 72% 1996 70% 1997 75% 1998 78% 1999 86% (exceeded)
IR 2: Policies/regulations supportive of improved FP/MCH service access and quality	1995 7% (of 6)	1996 14% 1997 30% 1998 48% (of 10) 1999 72% 2000 n/a	1996 14% (of 6) 1997 58% "" 1998 55% (of 10) 1999 75% "" 2000 92% (exceeded)
IR 3: Proportion of provinces reporting the availability of a three-month supply of contraceptives every month of the year	1995 83% 1996 69% 1997 75%	1998 80% 1999 75% (and no stock-outs)	1998 70% 1999 n/a (not measurable, discontinued)
IR 3: Evidence of data-driven FP/MCH program action in focus regions/provinces	Not met	Met specific benchmarks in subsequent years	met benchmarks 1997 – 1999 (met)
IR 4: Total combined CYPs delivered by the commercial private sector as a proportion of all CYPs delivered by public and private sectors		1994 28% 1995 29% 1996 31% 1997 33%39% 1998 44% 1999 revised for SpO7 2000	1998 34% 1999 37% 2000 36% (not met)
IR 4: Proportion of private sector general physicians trained/certified to provide target FP services		1996 5% 1997 20%45% 1998 50% (25% of whom to receive extra session on counseling) 1999	1996 4% 1997 15% 1998 43% 1999 48% (30% of whom received extra session on counseling) (substantially met)

III. STRATEGIC OBJECTIVE ONE CLOSE-OUT REPORT

A. Executive Summary

Strategic Objective One was the last phase of a bilateral assistance program initiated in 1970 between USAID and the Ministry of Health. This association has generated impressive achievements. The total fertility rate declined from 5.9 in 1979 to 3.1 in 1997. Between 1979 and 1997, the contraceptive prevalence rate increased from 19 to 59%. During the same period, infant mortality decreased from 138 to less than 50 (between 37 and 50) in 1997. Immunization coverage of children under one-reached 87%, and the use of oral rehydration salts doubled, from 14% in 1992 to 29% in 1997. The rate of institutional deliveries increased from 26% in 1987 to 46% in 1997. These health indicator trends clearly indicate substantial impact on the well being of the Moroccan population.

Strategic Objective One began in June 1994 as the FP/MCH Phase V Project, to improve the health of children under five and women of reproductive age. Initial project objectives were to achieve these two results: increased use of quality family planning and maternal and child health services; and sustainability of these services. In 1997, this was transformed into a Strategic Objective with four intermediate results, ending in December 2000. The objective of the first intermediate result was the increased use of family planning/maternal and child health (FP/MCH) services. The other three intermediate results aimed more at the sustainability of FP/MCH services.

IR 1: Greater access to quality FP/MCH services responsive to client demand;

IR 2: Improved policy environment supporting expansion of FP/MCH services;

IR 3: Reinforced capacity to manage FP/MCH programs with particular emphasis on decentralized approaches responsive to client demand; and

IR 4: Increased diversification of the resource base supporting the delivery of FP/MCH services.

All SO-level indicators of performance set at the beginning of the program were surpassed, even though some specific targets for indicators of intermediate results were not met. Concerning sustainability of results, impressive policy changes contributed to increased financial viability of the program. The degree of ownership and commitment of the Moroccan Ministry of Health to activities initiated or supported under SO1 is equally impressive. Many characteristics of the program such as integration into existing structures, participatory planning, and extensive human resource capacity building have been shown to encourage long-term sustainability of program achievements.

Strategic Objective One was implemented primarily with the Directorate of Population of the Ministry of Health. Other units in the MOH, as well as private sector agencies and NGOs participated in the project (see table 1). USAID bid out and awarded the main technical assistance contract to John Snow Inc. (JSI) and their sub-contractors, Johns Hopkins University/ Center for Communication Programs (JHU/CCP), University Research Corporation (URC), New Transcentury Foundation (NTF) and Alternative Consultants (ALCO). Centrally funded projects active in Morocco under this program included BASICS, EVALUATION, MEASURE II, INTRAH, JHPIEGO, Macro, FPMD, OMNI, PHR, POLICY and SOMARC.

B. Principal interventions, results, and lessons learned, by Intermediate Result:

Intermediate Result I: **Greater Access to Quality MCH/FP Services Responsive to Client Demand**

Interventions were designed to:

- (1) Improve physical access to services
- (2) Improve family planning quality, access and use
- (3) Improve maternal health with two main interventions: (1) development of a national communication strategy to raise public awareness on the problem of maternal mortality; and (2) improvement of emergency obstetric care through a pilot project in the Fez-Boulemane and Taza-Al Hoceima-Taounate regions.
- (4) Improve child health, including support for the Integrated Management of Childhood Illnesses approach (IMCI) in two pilot provinces (Meknes and Agadir). SO1 also assisted other child health interventions, in particular, the National Immunization Program and the Micronutrient Program.

Principal IR 1 results

Access to FP/MCH services was improved for rural populations, despite less than consistent coverage by mobile health teams in all areas. The use of services in rural areas increased, as reflected in steady increases in FP use in public clinics from the period.

The family planning program generated impressive gains in contraceptive prevalence, from 42% in 1992 to 49% in 1997, with gains in CYP over subsequent years pointing to further modest increases in prevalence. Reinforcement of IEC approaches and materials resulted in increased acceptance of family planning. Many health providers increased their technical skills, with training, appropriate equipment and clear norms and standards. Nevertheless, the method mix remained heavily skewed towards oral contraceptives, and the voluntary sterilization program did not perform well.

The emergency obstetric care project in the pilot regions improved the treatment of obstetric complications and therefore contributed to a decrease in maternal mortality in both regions. Overall, the project increased the availability of routine and emergency maternal care services, met need for cesarean sections, and treatment of emergency obstetric complications. Project results were:

Indicator	Before	After
Availability of Referral Emergency Obstetric Facilities	1 / 1,062,217 (1995)	1 / 531,109 (1999)
Availability of Basic Emergency Obstetric Facilities	1 / 102,222 (1995)	1 / 57,939 (1999)
Met needs in EOC (management of obstetric complications)	26% (1996)	72% (1999)
Met needs for cesarean section	22% (1996)	38% (1999)

Concerning child health, analysis of causes of childhood death in Morocco completed in 2000 showed a spectacular decline in infant and child mortality caused by preventable diseases targeted by the National Immunization Program (NIP) and diarrheic diseases. These data helped the MOH in developing new child health-related strategies.

Initial results of IMCI implementation in Morocco were assessed through a rigorous field exercise and data analysis in 2000. The study demonstrated that the introduction of the IMCI strategy had a positive impact on the quality of the management of sick children, but other constraints in the system such as inadequate supply of primary drugs impeded the performance of health staff.

Lessons Learned and Future Perspectives for IR I Activities

The mobile strategy for FP/MCH to geographically isolated populations and sparsely populated areas, in a country like Morocco, faces problems of cost-effectiveness. Recurrent costs to maintain a mobile team network in these areas are very high for the MOH to support, and frequent interruptions of coverage occur. Decentralization of health care management is needed to better meet rural needs and priorities, and local communities must become more involved in the decision-making on appropriate mechanisms to bring health care closer to them.

The development and validation of national standards for Family Planning and for Emergency Obstetric and Neonatal Care were major contributions to the sustainability of program achievements. Pilot experiences showed that the quality assurance approach can contribute considerably to problem solving and to finding solutions to the operational problems of health service delivery that are often specific to one region or one province.

Innovative mechanisms are needed to balance the mix of family planning methods to reduce preponderance of oral contraceptives in FP method use, especially in rural areas, through operational research, pilot experiences, and the study of existing “best practices”.

A communication strategy should be considered at the start of each major health initiative and if needed, carefully coordinated with key program components. A nation-wide communication effort provides a unique opportunity to create links with people in different fields--public health, medicine, transport, media, theater, cinema, as well as among local, regional and national organizations.

Successfully extending the emergency obstetric care approach nationwide will depend on: decentralized project planning and management; good coordination between central and regional levels; and improvement of the quality of care in basic emergency obstetric care facilities. To expand and increase the effectiveness of the IMCI approach, several constraints related to the organization of the health system must be resolved. In particular, the availability of essential drugs and equipment must be assured. The community component, where appropriate, should be developed concurrently with clinical training and the reorganization of the health care system so as to contribute to the effectiveness, efficiency and sustainability of the IMCI strategy in Morocco.

Intermediate Result II: Improved Policy Environment Supporting Expansion of FP/MCH services

The objectives of this IR were to: finalize the transfer of contraceptive financing from USAID to the MOH; encourage increased participation by the private sector in the provision of such services; identify and deal with factors affecting the provision of quality MCH/FP services; and promote the decentralization of MCH/FP services management. The sustainability of contraceptive and vaccine financing are critical to successful graduation of the FP/MCH program from direct USAID assistance.

Interventions were designed to:

- (1) Improve contraceptive and vaccine sustainability for the Moroccan public sector program through research, advocacy, analytical tools and policy reform
- (2) Improve other aspects of FP/MCH program quality and sustainability
- (3) Promote new strategies and approaches in mother and child health care.

Principal results obtained under IR II

The MOH obtained a significant increase in its reproductive and child health budget, and forecasts for the coming years show adequate budgets available. The contraceptive financing phase-over has been achieved, as shown by the current budget law and five-year plan, as well as award of an IQC by the MOH that locks in contraceptive prices over the next five years. The MOH more than met its obligations for host country contributions over the past four years and expects to mobilize 100% of the resources required for public sector procurement from 2002 onwards. This result is in large part due to advocacy efforts through SO1. Currently, the MOH contraceptive budget is helped by a World Bank loan until 2001. It will therefore be important to track contraceptive and vaccine availability during the coming years to ensure that supplies are available countrywide.

USAID's long-running policy dialogue on the issue of taxation of contraceptives resulted in a reduction in taxes for imports of contraceptives in 2000. Based on the advocacy document and the study of tax waivers, the Population Directorate was able to persuade the Ministry of Economy and Finances to reduce these taxes. This greatly reduces the budget necessary for the public sector program, and also reduces price pressures for the social marketing program.

An immunization study permitted identification of current strengths and potential problems in the financing of the National Immunization Program in both the medium and the long term, to be used in the follow-on program.

The National Health Accounts (NHA) experience in Morocco, part of a multi-country exercise supported by multiple donors including USAID, is unique since the MOH with its own national experts took full ownership of the first NHA in Morocco. In other countries it was largely led and performed by outside consultants.

Through South-South meetings and other participation, Morocco is becoming recognized as a leader in FP/MCH service delivery throughout the region and abroad.

Lessons Learned and Future Perspectives for IR II Activities

Advocacy work to increase financing of FP/MCH programs that were initially donor-driven is a lengthy and arduous process, but is critical to long-term program sustainability. Gradual phase-over of specific aspects of program funding through covenants or other written agreements with health officials is an important part of this process, but opinion leaders outside of the Health Ministry (Finance, Parliament, etc.) are also instrumental in the process and need to be kept aware and informed as the phase-over is underway. Financial management capacity, including appropriate allocation of funds and cost-containment, is an important aspect of decentralization and program sustainability that should not be neglected in follow-on actions.

As the program matures, offering technical assistance to other countries has become an important aspect of institution-building for Morocco. This should primarily be supported through multi-lateral agencies, partnerships, and foundations, but initially encouragement and modest financial support from USAID has proven very beneficial.

Intermediate Result III: Reinforced Capacity to Manage MCH/FP Services with Emphasis on Decentralized Approaches Responsive to Client Demands

Activities under Intermediate Result III had a twofold objective: reinforce the capacity of the regions to plan and undertake actions in FP, Safe Motherhood and IMCI; and reinforce the capacity of MOH central and regional levels to decentralize the management of MCH/FP services in an organized and efficient fashion.

Interventions were designed to:

- (1) Test decentralization strategies and approaches
- (2) Increase the capacity of the MOH IEC Division and the IEC capacity of staff at all the levels of the health system
- (3) Introduce Quality Assurance in clinics and at the national level
- (4) Strengthen pre-service and in-service training capacity and approaches for FP/MCH related training
- (5) Strengthen the contraceptive logistics management system
- (6) Reinforce capacity in research, evaluation, and use of results to plan and implement FP/MCH programs
- (7) Improve FP/MCH data management and the use of data for decision-making

Principal results obtained under IR III

In five pilot regions, an FP/MCH action committee identified, organized and managed at least one FP/MCH project. More importantly, the exercise in regional management, proved very enlightening and seems to have acted as a catalyst for regional management in general.

An impressive list of IEC support materials developed by the DIEC during the project is a strong indication of the division's improved capacity, in both material and human resources. SOI IEC activities were largely successful because of their innovative approach and the attention to sustainability and institutionalization within the MOH of human and physical resource capacities. The “*educate-entertain*” strategy used for the development of several communications tools, such as videocassettes, the flannelograph and the theater play drama on Safe Motherhood, was particularly effective.

A structure for Quality Assurance has been implemented at all levels: (1) in health facilities (2) in the provinces and regions; and (3) at the central level. As a result there have been improvements in health care delivery in specific health facilities, documented by measurable indicators: for example, an increase in the anti-tetanus vaccination coverage rate of pregnant women from 37% to 75%, or the increased participation of men in family planning, from 36% to 56%.

Strengthening of pre-service clinical training in family planning and safe motherhood of medical students is well underway. Many teachers use the new educational skills for a variety of training situations, not only to teach sixth-year medical students in FP or safe motherhood.

The Moroccan strategic plan for decentralized training is considered a major achievement. For the first time, the training strategy and the national standards have established a direct link between the training system and the final performance of service providers at the workplace. The Moroccan experience is being used as a model in Africa and elsewhere in the world. The documents, method and results of this work in Morocco have been shared with countries such as Mali, Tanzania and Bangladesh.

The new contraceptive logistics system, based on orders placed by the user (pull system) to replace the former system of fixed allocations provided by the central level (push system), is an impressive result of SO1. The new distribution system has succeeded in reducing stock imbalances and avoiding stock-outs and out-of-date products.

SO1 reinforced capacity within the MOH to design, implement and analyze evaluation and research studies, and established an “evaluation culture” for FP/MCH program management. As a result, a number of research studies were conducted which helped in FP/MCH program development. Restructuring the MCH/FP information system was conceptually useful, but operationally complicated to implement. At the moment, understanding and use of the system is not uniform; those regions benefiting from direct USAID support are well ahead of other areas, and different Directorates at the central level have varying understanding and use of the system as well. To ensure its sustainability, it must be well understood and used for decision-making across the country, not just in USAID-supported regions.

Lessons Learned and Future Perspectives for IR III Activities

The objective of the MOH is to extend decentralized management nationwide. It is therefore essential to develop appropriate intra- and inter-sectoral regional management structures. The institution-building strategies used under this program allowed considerable progress to be made in this area.

Quality Assurance will benefit greatly from regionalization, as opportunities to improve quality areas identified and coordinated by the region. A particular effort should be made in quality monitoring in order to document the progress of QA programs. For logistics management, delegation to the regions of certain central functions related to the logistics of products and drugs should be considered, especially related to product storage and transportation.

The creation of an information culture within health services is a long-term behavioral intervention requiring continued efforts. Further decentralization of the management of the routine health information system and its integration remain key tasks for the MOH, to transform it into a powerful tool facilitating decision-making on priority health programs. At the same time, further strengthening of the MOH’s capacity to use computer technology as an information management tool is required, through training of its staff, and through the development of sustainable mechanisms to maintain the MOH “computer pool”.

For IEC, the Division wishes to acquire autonomous status, to generate its own funds to continue the design and production of IEC support materials. For this to happen, problems related to a lack of qualified staff, the absence of incentives for existing staff to handle the increasing workload, and the need to ease and adjust administrative procedures for audio-visual production and printing will need to be resolved.

Intermediate Result IV: Increased Diversification of the Resource Base Supporting the Delivery of FP/MCH Services

SO1 supported the development of FP/MCH services in the private sector to increase the sustainability of the national program. The objectives were: (1) increased involvement of private general practitioners (GPs) through the establishment of a public-private partnership in MCH and FP, and (2) social marketing of contraceptives enabling private GPs to provide affordable FP services.

Interventions were designed to:

- (1) Increase the private medical sector contribution to affordable, high quality FP/MCH services
- (2) Increase contraceptive use, meet FP demand in urban and semi-urban areas, and ensure sustainability through Social Marketing of Contraceptives. All brands were launched through initial selection and negotiation with

distributors to offer products at reduced prices with no subsidy from USAID, a full media campaign, and a plan to achieve sustainability.

Principal results obtained under IR IV

Training of private general practitioners increased their interest, involvement and technical skills in FP service delivery. SO1 also provided a forum for dialogue and fruitful collaboration between public and private sectors, professional organizations, scientific societies and medical boards. However, further stimulation of demand and repositioning of private GPs remains necessary to increase use of these services in the private sector.

The social marketing program has been a resounding success. The Protex condom and Kinat Al Hilal oral contraceptives are entirely self-financed from sales income. The Kinat brand in particular has strong sales and market share – oral contraceptive sales in pharmacies have become the choice of approximately one third of all contraceptive users in Morocco. The distributors of Kinat Al Hilal are now providing funds to the social marketing agency to continue media campaigns in support of the product. However, after a successful start, sales of the clinical methods (IUD and injectables) declined sharply because they were not well accepted by users, and service providers did not become active promoters of these methods.

Lessons Learned and Future Perspectives for IR IV Activities

Access of the population to affordable quality FP services in the private sector remains a major problem, impeding the provision of injectables and IUDs by private practitioners. One of the reasons clinical methods have not done well in the market is that private GPs are poorly positioned to offer reproductive health services. The repositioning of private general practitioners as family doctors is a promising and innovative approach to solving a number of structural problems of the profession. A network of family doctors should be developed to provide an affordable and quality integrated service package to a segment of the population that currently obtains free services from the public sector. The organization of private general practitioners within a national federation is a first step in the right direction. Other steps required are the development of a structured program of ongoing medical training, the establishment of quality assurance mechanisms, and the generation of demand through media coverage of products and service providers.

Conclusion and recommendations

A study of USAID projects in the late 1980's identified five characteristics as predictors of the sustainability of health activities : (1) project efficiency, having reached its assigned objectives; (2) integration of project activities into existing administrative structures; (3) funding of project activities under the county's government budget or through cost-recovery mechanisms; (4) the project includes a major component of training activities; and (5) a participatory planning process between donor and receiving country.

Comparing these characteristics with the results of SO1 indicates that it should be classified with those having a strong chance of sustainability: project efficiency; integration of FP/MCH services into existing structures; financing issues; training activities; and participatory planning were all strong features of the SO1 program. To these characteristics should be added the relative economic and institutional stability prevailing in Morocco now and during the past 20 years. Indeed, a minimum economic and institutional stability is required for project impact to prevail over time.

To maximize the sustainability of health services in Morocco, the following areas will be addressed in Special Objective Seven: further improve the quality of FP/MCH services, especially in rural areas; stimulate community participation; and ensure full financial autonomy.

IV. BILATERAL AND FIELD SUPPORT FUNDING UNDER SO1

BILATERAL	POP	CSD
JSI Institutional Contractor	33,871,602	4,799,300
Invitational Travel	51,177	29,875
SOMARC III Group	249,151	
FPMD/MSH	340,364	
BASICS PCHC		399,725
Grant UNICEF		500
CMS (micronutrient)		245
USAID Support	1,158,261	278,548
TOTAL	35,670,555	5,508,193
Grand Total Bilateral		41,178,748
FIELD SUPPORT		
AVSC	200,000	
BASICS		850,000
CCP CONTRACEPTIVES	10,077,000	
CMS – SOMARC/CMS	1,795,000	
Data for Decision Making CDC		
DHS – Macro	250,000	
Evaluation – Tulane	1,000,000	
FPLM – JSI	100,000	
FPMD – MSH		500,000
JHPIEGO	888,000	
MEASURE – Tulane, Macro, PRB	150,000	
OMNI – JSI		200,000
PHR/formerly HFS) – Abt		10,555,000
POLICY – FUTURES	300,000	
Pop Fellow – PLP/PH (former/consort)	200,000	
PRIME – Intrah	950,000	
TAACS/CDC		220,000
TAACS/CEDPA		220,000
TOTAL	15,910,000	12,545,000
GRAND TOTAL FIELD SUPPORT		28,455,000
OVERALL SO1		69,633,748

USAID AND GOM COUNTERPART CONTRIBUTIONS

A. Contribution By USAID and Host Country

Year	Total MOH Commitments	MOH Contribution In Dollars			Total MOH Expenditures	Estimated USAID Contribution		Total USAID Expenditures	Total MOH/USAID Contribution
		Contracept.	Personnel	Local Costs		Contraceptives	Bilateral		
	(a)	(b)	(c)	(d)	1			2	3
1994	15,028,000	0	11,027,000	11,122,000	22,149,000	853,871	938,000	1,791,871	23,940,871
1995	15,489,000	250,000	11,695,000	10,220,000	22,165,000	1,565,502	6,757,000	8,322,502	30,487,502
1996/97	16,153,000	763,000	13,252,000	8,910,000	22,925,000	2,831,657	7,056,000	9,887,657	32,812,657
1997/98	17,198,000	1,233,000	14,667,000	15,130,000	31,030,000	1,941,457	8,632,000	10,573,457	41,603,457
1998/99	18,138,000	2,346,000	15,122,000	16,212,000	33,680,000	1,900,585	7,557,000	9,457,585	43,137,585
1999/00	18,661,000	3,824,000	22,833,953	21,596,628	48,254,581	1,160,731	6,550,904	7,711,635	55,966,216
2000(e)	4,207	2,774,483	9,467,442	12,923,253	25,165,178	960,825	4,432,096	5,392,921	30,558,099
TOTAL	100,671,207	11,190,483	98,064,395	96,113,881	205,368,759	11,214,628	41,923,000	53,137,628	258,506,387

- Note:**
- (a) MOH Host Country Contribution as per the bilateral agreement
 - (b) MOH expenditures for contraceptives procurement
 - (c) Represents 6% of MOH total budget for salaries based on HCC formula (source Laurie Emrick 1993 report)
 - (d) Includes budget for Population Directorate programs only
 - (e) Under the HCC agreement, the MOH contribution for 1st semester 2000 is for local costs and personnel only

B. Contraceptive Financial Situation in Morocco

YEAR	EXISTING FUNDS IN MOROCCO ACCOUNTS	ATTRIBUTED TO SO1 FUNDING	FIELD SUPPORT FOR SO1	ACTUAL EXPENDITURES
1994	1,394,628	2,845,000		853,871
1995		2,000,000		1,565,502
1996			2,275,000	2,831,657
1997			1,200,000	1,941,457
1998			1,000,000	1,900,585
1999			500,000	1,160,731
2000				960,825
TOTAL	* 1,394,628	** 4,845,000	*** 4,975,000	**** 11,214,628

Note: * Funds remaining in the USAID contraceptives account for Morocco from previous projects

** Funds attributed to SO1 (then known as the Phase V project) under Amendment Number 3

*** Field support funds obligated under SO1

**** Expenditures for contraceptives received under SO1, per Newvern.

Observation: \$10,077,000 was budgeted for contraceptives under SO1, but the total contribution under SO1 is \$11,214,628

VI. IMPLEMENTING CONTRACTORS AND GRANTEES FUNDED UNDER SO1

ACTIVITY	PURPOSE	START DATE	END DATE
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BILATERAL

John Snow, Inc. with Johns Hopkins University/CCP, University Research Corporation, and New Transcentury Foundation	Implement SO1 in country	1993	2000
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REGIONAL FUNDS

AIDS Alliance	HIV – AID prevention activities	1995	2000
POPTECH	Develop private sector analysis	1997	1998
OMNI II	Micronutrient deficiency prevention	1995	1998
MOST – HKI Trachoma (ID)	Improved surveillance of Trachoma	1999	2000

FIELD SUPPORT

AVSC	Improved voluntary surgical contraception services	1995	1997
BASICS	Child health initiatives including IMCI	1995	1998
CLM – Contraceptives	Purchase of contraceptives	1993	1999
SOMARC/CMS	Private sector reproductive health	1995	1998
CMS	Private sector reproductive health	1999	2000
DHS – Macro	DHS panel survey in Morocco	1995	1998
EVALUATION – Tulane	Various studies of Moroccan FP program	1995	1997
FPLM – JSI	Improved contraceptive logistics system	1995	1998
FPMD – MSH	Better technical capacity of institutes training	1995	1999
JHPIEGO	FP training in medical schools	1995	2000
Measure – Tulane, Macro, PRB	Monitoring and evaluation of FP program	1995	2000
OMNI – JSI	Micronutrient deficiency precision	1995	1998
PHR (formerly HFS) – Abt	Policy reform in health sector	1995	2000
POLICY – FUTURES	Policy reform for population programs	1995	2000
Pop Fellow-PLP/PHI (former Western Consortium)	Technical assistance to mission for SO1	1995	1999
PRIME – Intrah	Improved training capacity of MOH	1995	1999
TAACS/CDC	Technical assistance to mission for SO1	1995	1997
TAACS/CEDPA	Technical assistance to mission for SO1	1998	2000

3. SO2 CLOSE-OUT REPORT:

USAID – MOROCCO

**Water Resources Sustainability (WRS)
Project Number 608-0222**

**Tadla Resource Management Project (TRM)
Project Number 608-0213**

**Environmental and Urban Services (UES)
Project Number 608-0221**

February, 2001

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Executive Summary of SO2 Closeout Report

Summary of activities funded under SO2

Summary of overall impact at the SO level, performance indicators and their relative usefulness for performance management and reporting.

Lessons learned, prospective for long-term sustainability, application to other SOs, including USAID/Morocco SO6.

Description of any significant changes in the results framework during the life of SO2

Supplemental Annexes

A. Summaries of Prior R4 Narratives

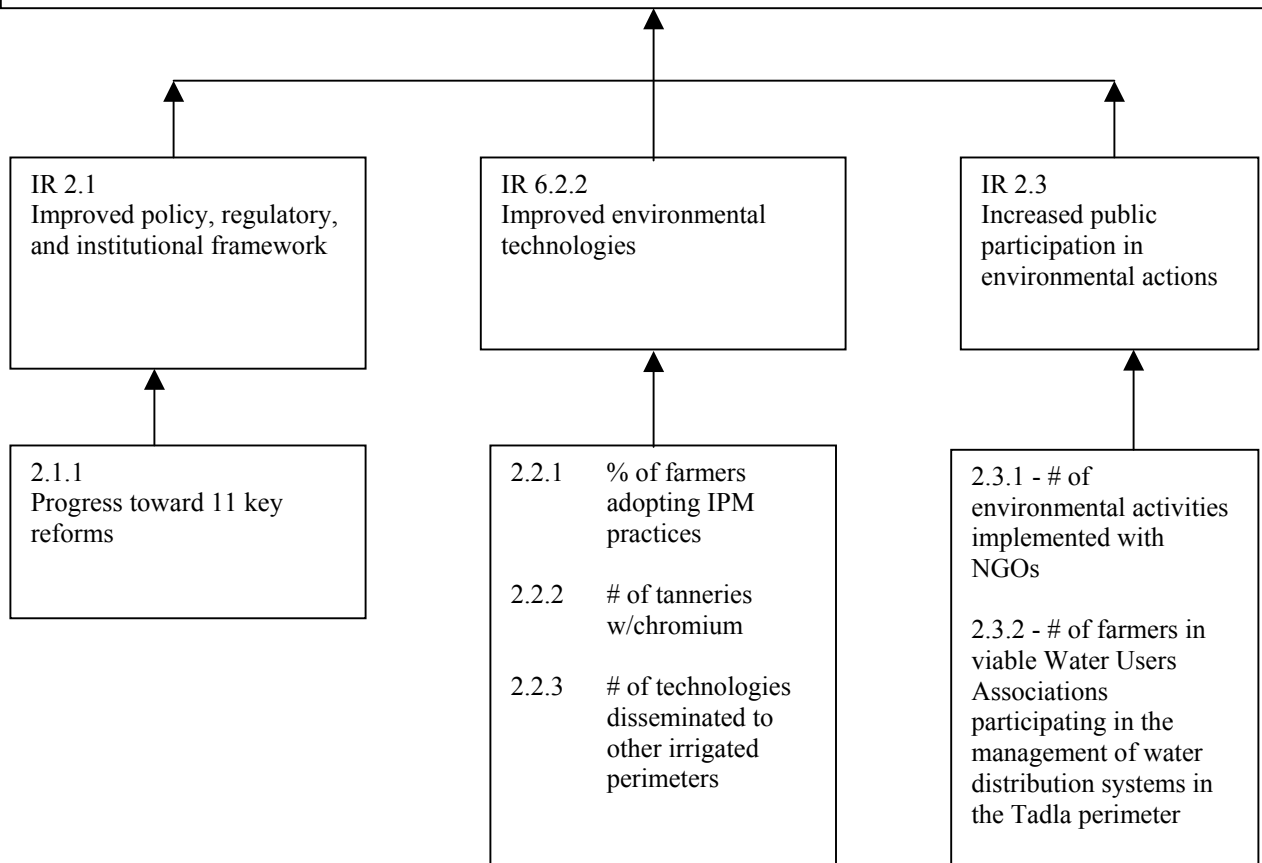
- **List of SO2 Funded Instrument Close-out Reports for Contracts, Grants, and Cooperative Agreements**
- **List of SO2 Evaluations and Special Reports**
- **List of WRS contractor partners**
- **List of individuals directly involved in various phases of SO2**
- **Success Stories from SO2**
- **List of USAID documents related to SO2 (in hard copy only)**

Strategic Objective 2

Improved water resources management in the agricultural, urban, and industrial sectors

Indicators:

1. Amount of water pollution in target areas
2. Volume of water savings in target areas
3. Volume of soil erosion in target areas
4. Number of municipalities with improved wastewater treatment, garbage collection, landfill management, green spaces, and recycling services
5. Percent of poor, urban household units connected to sewerage and potable water



I. SO Information/Data Table

Strategic Objective SO2: Improved water resources management in the agricultural, urban, and industrial sectors.	
Approved: 1995	
Country assisted: Morocco, Environment Sector	
Total cost of SO by USAID funding account:	
Water Resources Sustainability	= US\$ 12,000,000 (\$10,586,298 in contract)
Tadla Resources Management	= US\$ 12,000,000 (\$10,454,765 in contract)
Urban and Environmental Services	= US\$ 7,200,000 (\$ 4,915,914 in contract)
TOTAL =	US\$ 31,000,000 (\$25,956,997 in contract)
Actual/Estimated cost of GOM partner contributions:	
Water Resources Sustainability -	US\$ 4,000,000 (to date \$2,988,250)
Tadla Resources Management -	US\$ 4,000,000 (est. cost \$2,740,242)
Urban and Environmental Services -	US\$ 2,880,000 (est. cost \$2,400,000)
Principal Moroccan implementing partners, including GOM and NGO partners and the Actual/Estimated cost of other implementing partners that contributed to results achievement:	
ORMVAT – Regional Office of Irrigation Authority Tadla MOE – Ministry of Environment MOA – Ministry of Agriculture MOI/DGCL - Ministry of Interior and local governments FEC - Municipal Development Bank ANHI - National Shelter Upgrading Agency IAV - Institut Agronomique et Vétérinaire Hassan II RADEEF – Regional Utility for Water, Sewerage and Electricity, Fes ONEP - National Office for Potable Water Agence du Nord Wilaya of Agadir Wilaya of Tetouan Wilaya of Fes Eaux et Forêt Commune d’Agdal Commune de Drarga Tanneries of Dokkarat ERAC/SUD – Regional Corporation for Housing Construction Drarga Water Users Association -	
Other pertinent information: See relationship between SO2 continuing activities and the SO6 structure, Section VI.	

Executive Summary

Prior to the start of SO2 in 1995, USAID had been working in collaboration with many water resource partners to *“improve water resources management in the agricultural, urban and industrial sectors”*.

Water is a scarce and unpredictable resource in Morocco. Approximately \$31 million dollars have been invested in three contractually independent, yet technically adjoined projects. The fundamental goal of SO2 is the integration of water resource management among consumers, agricultural producers, and industrial producers. To achieve this goal, the SO team focused on institutional strengthening of water management and environmental agencies, dissemination of technologies, and increased public participation. This is aimed at increasing stakeholder participation, indirectly through institutional reform, and directly through technology improvement and involvement with non-governmental organizations.

Success was achieved because of the demand and willingness of the Moroccan government (at all levels) and people to participate in this strategy, knowing that water resources in the country and region are becoming one of the most important political and economic factors in the Kingdom's well-being. USAID has become the catalyst for this enthusiasm to be realized. A broad picture of the successes and challenges of this SO is drawn from informal interviews with implementers and USAID USDH and Foreign Service Nationals. There are seven main lessons to be drawn from the implementation of SO2:

USAID is successful when the needs for improved water management and financing are identified locally, regionally and nationally.

The decision-making capacity of local water management and financing organizations has been enhanced, and the approaches used can be replicated in other areas and sectors. This is due to the success of the Tadla Resources Management Project and the institutional strengthening under the Urban and Environmental Services Project.

Focusing on data collection, information flow and internal management systems pays off in increased coordination between stakeholders.

Study tours, workshops, training (formal and informal) builds trust among stakeholders. This can be underestimated in USAID reporting. SO2 has shown that investment in this type of training has been extremely valuable.

The unusual instance of long-term FSNs in Morocco contributed to the successful achievement of all three projects, and efforts to replicate this should be pursued. Additionally, having the same prime contractor in two of the three projects resulted in effective coordination at many levels of the Moroccan government. Given the seriousness of water resources management in Morocco, there is evidence that local government and NGOs are now more able to compete for resources due to improved technical and fiscal management skills. The credibility of these organizations will continue to contribute to decentralization, privatization, and transparency of important resource decisions.

Finally, USAID's Water Program is a long-term effort, which cannot be implemented within six years, or even a decade, although continuation may be passed on to the Moroccan government.

Conclusions:

All ongoing activities from SO2 to be included in SO6 are considered necessary to achieve continuing results. These activities include improving institutional development, soil erosion reduction, replicating municipal and industrial water pollution through improved wastewater treatment and recycling technologies, public-private partnerships, decentralization, and environmental activities with NGOs. These activities support objectives in the Souss-Massa River Basin. All new obligations will be made under SO6, results for the continuing SO2 activities will be reported under SO6, and the SO6 team will manage these activities.

III. Activities used to achieve the SO and major outputs

This SO was designed to encompass activities that were planned or occurring at the time of reengineering that pertained to integrated water resources management. The following three projects were included under this S.O:

Water Resources Sustainability (WRS)

Project #608-0222 8/31/95- 8/30/02 (PACD 2002)

Prime Implementer: Environmental Alternatives Unlimited (EAU), participation of Chemonics and ECODIT.

Purpose: To improve water resource management and address pollution problems by identifying and implementing demonstration projects which focus on the policy/regulatory and institutional framework, technology and community participation. This will support the Ministry of Environment's priority as outlined in MOE National Strategy for Environmental Protection.

Major Outputs: Strengthening newly formed MOE, identification of and demonstration of projects to reflect policy framework, technology and community participation.

Total Cost: USAID = \$10.6, MOE = \$443,000

Tadla Resources Management Project (TRM)

Project #608-0213 7/31/92 – 9/31/98 (PACD 1999)

Prime Implementer: Chemonics International, Inc.

Purpose: To increase the efficiency, economic yield and environmental sustainability of water resources management and use in the Tadla Irrigation Perimeter including:

- laser leveling technology
- reduction of water pollution/nitrogen fertilizer applications
- integrated pest management
- strengthening water users associations and improved participation
- dissemination of TRM technologies
- irrigation system management technologies developed

Major Outputs: Establishment of GIS, Flow data monitoring system, farm demo component through level basin irrigation, water user associations strengthened, training of ORMVAT staff.

Total Cost: USAID \$10.46 mil. ORMVAT \$2.65 mil.

Urban Environmental Services (UES)

Project #608-0221 9/29/94 – 4/30/01, (PACD2001)

Prime Implementer: Technical Support Services (TSS)

The overall vision of this project had two* interrelated components:

Improved urban water resources management through the creation of the financial, institutional and other conditions necessary to provide better residential environmental services;

An expanded base of stakeholders in the economy by supporting the growth of affordable, environmentally sound, housing opportunities for below median households in Morocco, with reduce reliance on external assistance. (SO3)

*For the purposes of this report, we will address component 1 only, as it specifically pertains to SO2.

Major Outputs: Municipal services provided for over 3 million low-income households in 37 municipalities: building and strengthening public-private partnerships between municipalities, the private

sector, financiers, NGOs and government development agencies; training and technical assistance provided on solid and liquid waste management, infrastructure finance, and environmental planning.

Total Cost: USAID=\$4.9 million, FEC=\$0.9million, ANHI=\$1,428 million

Summary of overall impact at the SO level, performance indicators, and their relative usefulness for performance management and reporting.

“ Improved water resources management in the agricultural, urban and industrial sectors.”

All SO objectives were achieved and are specifically described in Section V. of this report. Policy reform in terms of regulatory and institutional framework has been widely accepted on local levels and in the national Water Law. Improved technologies have spread formally through demonstrations and training, and informally through farmers associations and networks. Public awareness and participation in environmental issues continues to increase, as recognition for community-based activities is publicized. The role of public-private partnerships and of local governments working with GOM technical agencies were strengthened. The continuation of these activities under SO6 is critical to the achievement of the strategic objective, its indicators, and the evolution and use of improved technologies.

SO Indicator 2.1: Amount of water pollution in target areas (measured in Kg excess N/ha)

WRS - The Dokkarat chromium recovery pilot project set up mechanisms for the tanners to pay for the operating costs of the chromium recovery plant. A 90% reduction in the level of tannery chromium pollution is expected. The WRS project is also working with tanners on the reuse of chromium within the facility.

TRM - Project implementers worked with the Sugar Beet Grower’s Association to reduce the N content in fertilizer distributed to all sugar beet farmers. Reduction of excess N represents 54.5% of baseline (reduction of 981 tons). Project demonstrations were used to reduce nitrate leaching and improve yields. Field visits and training of ORMVAT staff resulted in best management practices disseminated to farmers, ORMVAT extensionists, and the sugar beet committee.

Data Quality: Good. The information was verifiable in the field from ORMVAT extensionists, which in itself provides an institutional focus on this measurement.

SO Indicator 2.2: Volume of water savings in target areas (measured in millions cubic meters/year). In the **WRS** project, the measure is the current water use for irrigation that can be substituted by treated wastewater. The quantity of water reused in agriculture will constitute water savings. The Drarga wastewater treatment and reuse pilot project was based on cost recovery from water savings. Stakeholders (commune, partner institutions, and the users association) were trained together on the cost recovery model. Approximately 130,000 m³/yr. Of water will be returned to agriculture from treated wastewater.

TRM - The efficiency of the TRM canal system was raised to 84.7%, resulting in a savings of 82.6 million cubic meters of water annually – equivalent to 55% of the annual water consumption of Casablanca.

Irrigation practices developed under Tadla Resources Management Project that cost \$10 million over 6 years are already saving \$660,000 worth of water per year, enough to supply a city the size of Fes.

Data Quality: Good. These measures are received from current ORMVAT estimates of canal conveyance efficiency, and in water reuse and recycling at demo sites.

SO Indicator 2.3: Volume of soil erosion in target area (measured in tons/sq.km.)

WRS - focused on reducing the amount of erosion in the Oued Nakhla watershed. Since erosion control is a long-term process with many variables, immediate results are difficult to measure. The Nakhla soil erosion control pilot activity resulted in a total of 43,000 olive trees planted on 290 ha, cuvettes constructed around 70% of the trees, 7 water reservoirs constructed, and 5 ravines stabilized. This is estimated to lead to a 14% reduction in soil loss from the area planted (2.8 tons/ha). Once revegetation plans are completed, this reduction may reach 20 – 25%. This translates into increased availability and concentration of plant nutrients, allowing for higher agricultural yields, ability to recharge aquifers in the uplands, reduced sedimentation and increased dam storage capacity.

Data Quality: Good. WRS feasibility study, measurements from soil erosion plots, and meteorological data.

SO Indicator 2.4: Number of municipalities with improved wastewater treatment, garbage collection, landfill management, green spaces, and recycling services (measured in number/population, cumulative)

UES - Municipal services were provided for an additional 234,300 poor urban and peri-urban residents in 2000, for a life of activity total of 3, 679,000 residents in 37 municipalities countrywide. These improvements contribute to decreased flooding and disease from unsanitary water conditions. New municipal financial management systems and policy reforms were implemented related to fiscal decentralization. The cumulative number is not as important as the sustainability of these services, as they become privatized (as in one commune for solid waste collection). Developing concessions to provide these services reduces the financial burden on the municipality, increases efficiency, and reduces prices to the consumer. These services must be demand driven and based on community identified needs. Data quality: Good. FY95 baseline was 2 municipalities with 600,000 persons. Target for FY00 was 35 municipalities with 3,006,500 persons.

SO Indicator 2.5: Number of poor, urban household units connected to sewerage and potable water

Approximately 65% of the project target was achieved by 2000. This indicator is linked to a UECP for which ANHI and FEC are primary beneficiaries. Although the UECP program surpassed its projected targets of beneficiaries, this indicator reflects three issues:

The UECP did not disburse the originally planned \$100 million, to date only \$60 million has been disbursed. In addition, disbursements took place on a sporadic basis.

ANHI continues to be plagued by a changing clientele and demand for services. Although serving more than the required 70% low-income population, ANHI has had difficulty marketing and with delivery.

The projected targets were over estimated. UES and ANHI worked with local associations who provided the labor for many of the hook-ups. This number became the indicator and ANHI is now able to monitor its program to see how successful these partnerships are.

Data Quality: Good. From USAID UEC files, FEC project implementation reports, ANHI annual reports.

Intermediate results

IR 2.1: Improved Policy, Regulatory, and Institutional Framework

2.1.1: Progress towards 11 key reforms (% of 5-phase process)

Policy reform in SO2 was designed for national, not regional reform, and pre-dated the 1995 Water Law. R-4 records indicate that 76% of USAID's overall environmental policy reform targets were achieved by the end of 2000, slightly exceeding planned targets. The percentage achieved in five key phases appears to accurately indicate the acceptance and enforcement of policy reform.

WRS - At the end of 2000, 75% of all reform targets were achieved. Training in cost-recovery to partners of Drarga assures that the pilot project will be sustainable and replicable. The partnership models for the collective agreements in communes assure that partners are committed to certain project responsibilities. The WRS project assisted with the norms and standards committee of the Ministry of Environment to prepare its background document for setting environment standards in the tannery industry. This assistance approach may be applied to other industries in the future. The impact of these accomplishments is that the pilot project results are helping to inform the policy dialogue in Morocco.

TRM - The TRM project and associated methodology resulted in the following impacts: progressively increasing water prices (reducing need for subsidies and increasing self-sufficiency of irrigation authority), strengthening water users associations (included in water management decision-making), improving operational efficiency of ORMVAT (training in administrative and technical efficiency). The reform areas addressed by the MOA include progressive pricing, and decentralization of water management authority. The TRM project helped to form two private enterprises to meet demand for laser land leveling. More than 150 ha have been leveled on a commercial basis as of Nov. 1999.

UES - Some of the successes of the policy reform efforts include: The FEC using environmental checklists as a lending criteria: EAs are required by the Department of Urbanism for future projects; privatization of solid waste collection has been established in a medium size city; solid waste site selection and operations planning at the municipal level (decentralization); ANHI and FEC improving strategic planning, decision-making, internal controls and data management systems; development of new policy initiatives and analytical tools for ANHI and MOH; development of a mortgage-backed securitization law, and related implementation tools; development of website, “Gestion urbaine” for open communication on community development issues; and increased involvement of NGOs in development processes. This has resulted in more participatory decision-making at the local level. Feasibility studies conducted jointly by ORMVA, community associations, and ANHI with joint responsibility for results, led to successful design and partnership and resulted in increased capacity of liquid waste management in target communities. There are a number of lessons learned (see section VI) from this activity.

IR 2.2: Improved environmental technologies

2.2.1: percent farmers adopting IPM practices

TRM -. The total percentage of citrus farmers in the IPM network grew from 37% in 1996 to 57% in 1998 and covers more than 50% of the hectares planted. More than 38 paprika farmers adopted cultural practices and a more controlled irrigation program to reduce pest problems. A total of more than 230 citrus and paprika farmers have adopted these practices. ORMVAT signed agreements with INRA for the continuation and extension of applied IPM research in Tadla to include maize, olives, alfalfa, sugar beets, citrus and niora.

2.2.2: # of tanneries with chromium recycling facilities

The chrome-recycling technology was measured by signatories to the convention of the pilot project, connection to the recovery unit, and purchases of recovered chromium. Most of the tanneries in Dokkarat constructed catch basins to ensure that chromium effluents are not mixed with other effluents, and are sent to the plant for recovery. The replication of pollution prevention technologies to other tanneries will increase the percentage of tanneries adopting chrome recycling.

2.2.3: number of technologies disseminated to other irrigated perimeters

Widespread acceptance of IPM practices occurred in Tadla and other areas, reducing water pollution. The Tadla Irrigation Authority, ORMVAT, is cooperating in the dissemination of TRM technologies on a broader basis, including Repogle weirs, laser-leveled basins, GIS, CROPREQ, and HYDRO models, which were disseminated to other ORMVAs. The sustainable water resource management and preservation demonstration facilities, which are replicable on a national or regional scale, will be continued under SO6 as “the number of best practices disseminated to SIWM stakeholders in target areas” For more detailed information on these achievements go to: http://cdie.usaid.gov/pmdb/table.cfm?Rec_No=11624

IR 2.3: Increased public participation in environmental actions

Indicator 2.3.1: Number of environmental activities implemented with non-governmental partners

WRS: awareness and stakeholder workshops resulted in increased exchange of concerns from stakeholders to the industry. Surveys conducted with tanners and meetings with farmers allowed for general information becoming available to the public. By the end of 2000, 69 activities were implemented by community associations and members throughout Morocco. They included separation of tannery effluents, workshops, environmental training of teachers, improved cookstoves, integrated pest management, irrigation efficiency promotion, potable water distribution, wastewater collection systems, garbage collection, creation of water users associations, environmental planning workshop, and TA for solid waste collection and urban environmental improvements. NGO participation in WRS increased, a total of 468 cooperators participated in project implementation. WRS activities included workshops, informal discussions on benefits of new technologies, bee keeping, goat production, etc. For a more detailed summary of these achievements, see: http://cdie.usaid.gov/pmbd/table/cfm?Rec_No=11627

UES: The construction of secondary and tertiary sewerage systems in eight community groups provided support, ownership, and good examples of a community based environmental improvement project. The

sustainability of multiple stakeholder projects is considered much higher than a grantee/implementers based project. The UES project involved environmental NGOs and private sector professionals more directly in the process of improving water/sewage systems, which resulted in recommendations and design of newer, more efficient technologies. The web site, in essence, allows for broader participation in community development as well as shared information among other urban development practitioners. This type of support and assistance has been extended to other clandestine neighborhoods. To be used in SO6. For more detailed summary of these achievements, go to: http://cdie.usaid.gov/pmdb/table.cfm?Rec_No=11626

of farmers in viable Water User Associations participating in the management of water distribution systems in the Tadla Perimeter

TRM: The number of farmers in WUAs participating in the management of water distribution in the Tadla perimeter increased to 7,089 (26% of the total). This results in greater transparency and participation in water allocation and resource management decisions. The WUA Bureau on farmers involved in the system management and maintenance verifies these measures.

Lessons learned, Prospects for long-term sustainability, application to other SOs, including USAID/Morocco's SO6

The main predictor for sustainability under SO2 is the institutional strength now enjoyed by various local governments and environmental organizations to implement water resource projects and conservation. Through the various efforts under SO2, these institutions have gained technical knowledge and administrative efficiencies that allow them to utilize their resources for greater benefit. These pilot projects have helped to inform the policy dialogue in Morocco.

SO2 Activities that Contribute to SO6 Objectives in the Souss-Massa

The SO2 activities that will continue under SO6 management and contribute to the achievement of SO6 objectives in the Souss-Massa include the dissemination and replication of interventions for watershed protection and liquid waste treatment, as well as improvements in thematic areas such as utility finance, institutional strengthening and environmental assessment. These technologies and approaches will be replicated through exchange, training and technical assistance.

The rationale for SO6 is to adapt approaches, technologies, and institutional frameworks in the Souss-Massa that were designed, tested and proven effective under SO2. Examples include participatory problem analysis and identification of solutions for watershed protection and water savings, institutional strengthening and public-private partnerships, policy reform, and financing mechanisms. All of these activities were carried out in collaboration with stakeholders and Moroccan partners, both public and private, at the local, regional, and national levels. Local governments, water users associations, utility services, and other partners have not only benefited from these activities, but also actively participated in their planning and implementation.

All three SO6 Intermediate Results will benefit from the successful implementation of SO2 activities. Those SO2 results that impact on IR6.1 - *Institutions and Policies for Water Resources Management Improved* include institutional partnership models to promote information sharing, transparent decision-making, policy reform, decentralization, and to commit partners to individual responsibilities that affect the broader population. An example is the sustainability of an institutional partnership based on a workplan signed with the Ministries of Environment and Agriculture, the Agency for Development of the North, and the provincial government. This model will help to guide the workings of the Souss-Massa River Basin Agency, and demonstrate the benefits of integrating decision-making and collaboration by all agencies working together on water issues. Such interagency collaboration is necessary for the RBA to succeed.

Collective agreements between the Commune and Water Users Association in Drarga, and the Dokkarat tanneries and the public utility in Fes (RADEEF) will also be a model for SO6 institutional development. Participation by private industry under the WRS project allowed for self-discovery of the business advantages of cleaner production practices. The industry personnel were trained in long-term negative impacts of existing methods and the lack of norms and standards, the pro-active approaches to cleaner

production, and how this makes good business sense (efficiency, lower costs, community trust). A steering committee comprised of industry, commune, and water utility stakeholders helped to **build trust** over time. This, as well as the application of the "polluter-pays" principle, the enforcement of norms and standards, and environmental assessments developed under UES and WRS, are SO2 models that will strengthen the functions of the RBA.

UES worked from both the local level through the implementation of pilot activities and partnerships, training and locally-driven policy debate, as well as from the national level policy and implementation guidelines reform. By supporting local government and civil society to advocate and negotiate change at the national level, and have solid positive results as justification, the UES activity impacted the entire country in terms of environmental management, infrastructure, finance and partnerships. The models that were developed are self-disseminating, and because they were locally-driven, are highly sustainable.

TRM's success in helping ORMVAT to gain autonomy from Rabat on managing its water resources is an example of how decentralization in the Souss-Massa can work for the RBA. Decentralization and stakeholder involvement in decision-making under SO6 is fundamental to effective relations between the SIWM National and Regional Committees.

SO2 activities and lessons learned which can be applied to Intermediate Result IR6.2 - *Best Practices in Water Resources Management Developed and Disseminated*, include WRS pilot projects which identified solutions to soil erosion and unsustainable watershed management practices, as well as the problem of untreated municipal and industrial liquid waste on ground and surface water quality and the health and sanitation of commune residents. But just as important as the technologies themselves, the methods of analyzing the problems and involving stakeholders in the design of solutions are equally valuable. Under SO6, SIWM will adapt the same participatory approach to pilot project development.

The TRM project helped Ministry of Agriculture staff in Tadla (ORMVAT) to test water savings and water quality control methods on irrigated areas. Technologies, such as integrated pest management to protect ground water from pesticide over-application, computerized flow tracking, laser-leveling, GIS, and other irrigation efficiency tools will be introduced to irrigated areas in the Souss-Massa through participant exchanges between SO2 counterparts and SO6 stakeholders. Evidence that farmers utilizing IPM practices will continue to grow include the establishment of a local private sector initiative to sell traps to concerned farmers, increasing number of farmers who have purchased their own traps, and an agreement signed with a local research organization to work in IPM for other crops. In addition, the pilot projects carried out under SO2 will help inform the decision-making process - an important goal for institutional development in IR6.1 above.

UES introduced locally demand-driven and appropriate technologies and management approaches including a low-cost, highly efficient high algal sewage treatment system; improved financial management practices; improved locally managed health-sanitation programs; and a model public-private partnership covering the entire water cycle in Al Attaouia. In addition, UES provided a valuable tool, an Environmental Management System (EMS) to greater Agadir to deal with water consumption, wastewater collection and treatment focusing on the tourism and industry sectors.

Target achievement under Intermediate Result IR6.3 - *Non-governmental Participation in Water Resources Management Increased*, will be aided by the successful creation of water users associations under the TRM project. SO6 will work with water users associations in the Souss-Massa, and will apply the experiences and lessons-learned from Tadla, particularly the process of granting new responsibilities to Tadla water users associations to manage water allocated to them. Public-private partnerships between the tanneries of Dokkarat and public utility services, developed through joint training and study tours, helped break down barriers to communication and facilitated the development of trust and understanding. Collective agreements with farmers in Nakhla to maintain trees and cuvettes, and the creation of village committees to enforce the agreements are models that can be applied to the Souss-Massa. Such committees have been the interface between farmers and ministry officials, thus giving Souss-Massa water users a greater voice in how decisions affecting them are made.

Under SO6, building a program that strengthens municipality efficiency and accuracy helps the government at that level build transparency and credibility, and thus the ability to collect revenue from the public. Feasibility studies to determine best practices and financial efficiencies. The privatization of operations and maintenance of liquid waste treatment plants can lower overall costs to consumers. The long term implications of the UES efforts has been to increase the credibility and stature of local government elected officials and their permanent technical staff. The improved technical awareness and knowledge of municipal decision-makers has resulted in public/private partnerships both horizontally and vertically in the government structure. Privatization of municipal services has increased efficiency, decreased the labor burden on local governments, and provided competitive pricing. Utilizing university expertise may introduce new, innovative solutions to traditional problems. Local beneficiaries can provide labor to the financing institution, thereby increasing ownership and maintenance/operational assistance through cooperative agreements. The data management of municipalities has been improved greatly, which allows them to become more credible to other donors. There is now much better coordination between agencies due to the projects' training efforts along with technology and equipment. The training of elected officials allows them to interact with public agencies, and to better understand community based needs.

Under SO6, the processes for dissemination and replication needs to be well developed and tested. The continuing SO2 activities are specifically designed to answer this question - how best to transfer proven practices found effective in one region of the country to another region, from one institution to another, and/or between different levels of the government and administration. Under SO6 management, the WRS team will develop and test a dissemination/replication strategy that can be used as a model to adapt results in the Souss-Massa. Testing will be done in the Souss-Massa, as well as in the areas where the technologies were originally developed under SO2. SO6 will benefit from having a Moroccan-tested dissemination/replication model to use in the implementation of activities under each of the three IRs. In addition, SO6 partners in the Souss-Massa can be trained in SO2 target regions before returning to the Souss-Massa to apply it there, or participate in exchanges.

VI. Significant changes in Results Framework during the life the SO

There were only two significant changes in the results framework since 1995. In 1996, the framework included two additional indicators under IR2.1, one under IR2.2, and 2 under IR2.3. These were eliminated in 1997. In 1997, the percent of farmers in viable Water Users Associations (IR2.3.2) was changed to number of farmers. In 1998, the percent of poor, urban household units connected to sewerage and potable water (SO indicator 5) was changed to numbers. The team believed this better reflected the manageable interest, in addition to better availability and reliability of data. The framework generally remained unchanged from 1997 on.

SO2 CLOSE-OUT REPORT ANNEXES

A. Summaries of Prior R4 Narratives:

In 1995, the newly approved SO2 activities focused on influencing government policies and other donor resources in the environmental sector of Morocco, particularly, supporting the development of environmental legislation and the new “Water Law.” SO2 also improved management of water resources through Energy Demand Management in the industrial sector, Tadla Resource Management in the agricultural sector, and Housing Guaranty (HG) activities in the urban sector. Specific descriptions of these activities can be found in the R4, USAID Morocco, 1996.

In 1996, the first full year of implementation, SO2 was important economically to the water sector. Water supplies were more abundant, and practices were being adopted resulting from the tannery audit recommendations relating to pollution control. The agriculture sector, through improved practices, continued to see water savings (6% in the Tadla target areas above expectations). Soil erosion reductions occurred in the Rif Mountains with the implementation of the Participatory Lifescape/Landscape Appraisal of the Nakhla watershed. The newly named Urban and Environmental Credit Program and the UES activity, let to better garbage collection services in Fes, under the “Sustainable Cities” initiative. And, 45% of the poor urban households were connected to potable water and sewerage systems.

In 1997, SO2 Team oversaw several activities that utilized the participatory “integrated approach to water management”. This approach stressed close cooperation among stakeholders and the crucial role of the GOM and other donors to replicate successes. Following the TRM activity demonstrations, the ORMVAT continued to disseminate TRM-developed reduced-nitrogen fertilizer application technology on a larger scale. In the Dokkarat industrial area of Fes, a recycling facility was designed to reduce up to 90% the area’s chromium effluent load. A demonstration site was identified for wastewater treatment and reuse to address both health and environmental problems. The team completed a feasibility study for the privatization of a complex landfill operation in Meknes. Work began in the Rif Mountain watershed of Nakhla, to address the severe soil erosion problems based on the blueprint for future action. An additional 52,000 poor, urban households were connected to sewerage and potable water.

In 1998, five important targets were exceeded and another one met. Delays at the Fes chromium recycling facility led to missed targets for pollution abatement. Targets were expected to be achieved in June 1999. Similarly, the appearance of a new disease that dramatically reduced the production of paprika led to slowing down the projected expansion of the integrated pest management efforts in the Tadla Perimeter. There were still reductions in nitrate levels in the TRM project, soil erosion reductions in the Nakhla watershed, and an increase of 120,000 poor urban households connected to sewerage and potable water. Best practices were also adopted in the tannery and agriculture sectors, and a number of farmers joined water users associations.

In 1999, nearly all targets were met or exceeded. The Tadla Resources Management Project came to a successful close and contributed to the long-term competitiveness and environmental sustainability of irrigated agriculture in Morocco. TRM results are now being replicated elsewhere. The UES project successfully introduced a new national-level environmental planning methodology through the Ministry of Regional Planning, Urbanism, Environment and Housing. The WRS project made substantial progress in water savings and erosion control methods that can be replicated in other watersheds in the country. A workplan was signed with the Ministries of Environment and Agriculture, the Agency for Development of the North, and the provincial government. The SO2 team developed a project plan and results package implementing all of these successes into a focused area, the Souss-Massa River Basin, as part of the continuation of strengthening the integrated water resource management efforts from the past.

SO2 Funded Instrument Closeout Reports for Contacts, Grants, and Cooperative Agreements

Project/ Contract Partners	Date Completed	Outputs	Funds Disbursed	Report Completed
WRS – EAU Chemonics/Ecodit #608-0222-C-00-6007	On-going	Demo projects	\$4,069,463	Contract continuing under SO6
		Studies/Reports	\$ 802,605	
		Site Specific Regs.	\$ 71,545	
		Public Awareness Programs	\$ 119,054	
		Policy Work	\$ 57,599	
		Professional Dev.	\$ 244,362	
		Training Materials	\$ 137,606	
		Short Term TA	\$ 162,846	
		Project mgmt.	\$ 2,892,134	
TOTAL		Obligated	\$10,586,298	
TRM – Chemonics #608-0213-C-00-4002	12/15/1999			Yes
		Salaries, benefits, OH, travel, allowances	\$ 6,422,888	
		Vehicles, equip.	\$ 1,023,399	
		Training	\$ 159,982	
		Subcontractors	\$ 1,735,489	
		GA/FF	\$ 1,113,008	
TOTAL		Dispersed	\$10,454,765	
UES – Technical Support Services (TSS) #608-C-00-96-00000	10/25/99	Contract requirements	US\$ 4,546,906	Yes
ANHI		MIS	981,600 Dh	
ANHI		GIS	733,750 Dh	
FEC		CBI	215,901 Dh	
Municipalities: Sefrou, Azrou, Meknes		Computer Equip. applications	831,950 Dh 901,500 Dh	
Ouled Teima		Applications	147,750 Dh	
TOTAL		Disbursed	US \$4,915,914	

Closeout completion statements for contracts, grants, coop. Agreements for SO2, as described in CIB 90-12 and Reg. 26, Section 226.71, will not be available for 2 – 3 years after the end of the contracts due to auditing requirements.

C. Evaluations and Studies Conducted During the Life of the SO

USAID:

REPORT NAME ON FILE	DATE SIGNED/ COMPLETED
Morocco Project Paper - Water Resources Sustainability Project Number: 608-0222	8/30/95
Project Paper - Urban and Environmental Services Project Project Number: 608-0221	8/94
Portfolio Implementation Review	12/95
Portfolio Implementation Review	10/96
USAID/MOROCCO COUNTRY STRATEGIC PLAN	4/99
Project Completion Report Urban and Env. Services Project, TSS, Contract #608-C-00-96-00000	10/99
USAID/Morocco Activity Implementation Review – WRS Project	11/99
USAID/Morocco Activity Implementation Review – TRM	11/99
Support for SO6 Performance Monitoring Plan Development	10/00
Performance Monitoring Plan for SO6, Improved Water Resources Management in the Souss-Massa River Basin	11/00
Results Package for SO6 of USAID/Morocco	9/99
RUDO/North Africa FY2000 Results Review	11/00
Recommendations for Improving Gender Integration in SOs/SpOs, G/WID	10/99
La Grande Sècheresse: Strategic Considerations	10/95
Official Bulletin: 1995 Water Law Morocco	1/00

D. WRS Partners

WRS PROJECT PARTNERS	ROLE IN THE PROJECT
U.S. Partners	
Contractor	
Environmental Alternatives Unlimited (Chemonics & ECODIT)	Project management and oversight, consulting
Subcontractors	
University of Georgia	Soil erosion control consulting
Coverdale	Training consulting
Planning Assistance	Public awareness consulting
G.S. Engineering	Engineering consulting
Engineering design	
Stearns & Wheeler	Design of Drarga wastewater treatment plant
Bennett & Associates	Design of Dokkarat chromium recycling plant
Moroccan partners	
Moroccan Institutions	
Ministry of Environment	Project's local counterpart
Wilaya of Agadir	Support for Drarga project
Commune of Drarga	Manages the Drarga plant, donated the land
ERAC-Sud	Financed flood control, collector, and compensation of farmers
Wilaya of Fes	Support for the Dokkarat chromium

WRS PROJECT PARTNERS	ROLE IN THE PROJECT
	recycling project
Commune Agdal-Fes	Donated the land for the Dokkarat facility
RADEEF (Fes water utility)	Will manage the Dokkarat plant
Wilaya of Tetouan	Support for the Nakhla soil erosion project
Provincial Agricultural Delegation (DPA) of Tetouan	Local execution agency for the project
Agence du Nord	Finances indirect interventions (beehives, goats, cookstoves)
Moroccan contractors	
CID	Design of Dokkarat piping network
El Mokha	Construction of the Dokkarat facility
GERAB	Construction of the Dokkarat piping network
Majestic Construction	Construction of the Drarga wastewater treatment plant
Etablissements Iguer	Construction of gabions, check dams, and reservoirs in Nakhla
Moroccan beneficiaries	
Nakhla farmers	Participate in project activities such as tree planting, beekeeping, goat herding, use of cookstoves
Dokkarat tanners	Separated their chromium effluents, will purchase recycled chromium
Drarga farmers	Organized in water users association, will purchase treated wastewater

E. Individuals (names and contact points) Directly Involved in Various Phases of SO2 Planning and Implementation, Achieving, and Assessing and Learning.

PROJECT NAME	WRS Water Resources Sustainability	TRM Tadla Resources Management	UES Urban and Env. Services
Project Officer/USAID	M'Hamed Hanafi	M'Hamed Hanafi	Tina Dooley-Jones
Contractor	EAU (Env. Alternatives Unlimited)	Chemonics, Inc.	TSS (Technical Support Services)
Contractor Address	1133 20 th St. NW Suite 600 Washington, DC 20036	1133 20 th St. NW Suite 600 Washington, DC 20036	1000 Vermont Ave NW Washington, DC 20005-4903
Contract Number	608-C-00-96-00007	608-C-0213-00-4002	608-C-00-96-00000
Period	5/1/96 – 4/30/01	12/93 – 12/99	
Contract Type	CPFF - \$10,586,298	CPFF - \$10,454,000	Local IQC \$4,915,914
COP	Mario Kerby	Ed Rawson Mohamed Khatouri	Royce LaNier, President or Mohamed Chraibi
Location	Rabat, Morocco	Fkih Ben Salah, Morocco	Rabat, Morocco
Phone #	77-39-88, 77-39-89	03-45-52-95	061-29-32-68
Fax #	77-37-92	03-43-50-22	
Email	Proprem@iam.net.ma		
Other POC	Peter Bittner (Chemonics)	Peter Bittner (Chemonics)	A. Guezzar, Director of Finance
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F. SO2 Success Stories

A World Historical Treasure is Saved from Industrial Pollution

A new chromium recycling plant has given the city of Fez a new lease on life. Today its tanners, who produce the fine leather associated with the name “Morocco”, can pursue their livelihoods without endangering their lives and those of their neighbors. Creativity and collaboration have combined Moroccan management and construction with proven technology from the United States in a unique and successful project.

X. A modern wastewater treatment system is planned for the city of Fez...

Named a World Heritage City by UNESCO, Fez is a source of pride to all Moroccans. However, as industry continued to develop, the pollution the Fez River, and the Sebou into which it flows, threatened the safety of inhabitants. Municipal authorities, with support from international donors, have responded with plans for a \$100 wastewater treatment system. But for this system to function properly, the toxic content of industrial effluents had to be reduced.

...but cannot function properly until toxic wastes are greatly reduced.

The industrial area of Dokkarat is home to 16 modern tanneries, which produce a mix of chemical and solid wastes. An essential ingredient in the modern tanning process, chromium, was being discharged into the Fez River at the rate of 600 kg per day in concentrations often sufficient to prevent natural biological oxidation of organic matter. To address the problem USAID brought together the tanners’ association, the municipal authorities and experts in the national government to discuss the various technical and management options.

We have met the engineering challenges through collaboration and creativity.

It was decided to build a chromium recovery plant at the source of the pollution. In addition to cleaning up the toxic effluents of the tannery industry, the plant recycles chromium in a form whose quality is equal to the original additive and can be sold back to the tanners. What’s more, this recently completed USAID project has demonstrated the principle of “the polluter pays” in which the tanners have agreed to pay the market worth of the recycled chromium plus bear the costs of its recovery.

Moroccan construction and management combine with U.S. technology....

The new system is a model of public-private cooperation. The tanners built the canals in the tanneries that carry chromium effluents, while USAID supported the construction of a piping network to transport them from the tanneries to the plant. The land on which the facility is built was donated by the *commune*. Four large tanks were engineered in the United States and sent Fez for installation. The Fez water utility is operating the plant and when it is operating at full capacity, chromium concentrations leaving Dokkarat will be reduced by over 90%. Once recycled, the chromium will be bagged on site and sold to the tanneries, with the proceeds paying for the costs of operation of the plant. The remaining will eventually flow into Sebou for irrigation following detoxification in the present plant and treatment in the planned wastewater facility.

....in a uniquely successful project with lasting impact.

Beyond the remarkable planned results of this project, it is a demonstration that people can do something about industrial pollution. As tanners from other Moroccan cities visit the Fez plant, they see that they can lead the fight against pollution without hurting their livelihoods. At the same time, this plant is motivating other industries in Fez to discover ingenious local solutions to protecting the quality of their water. And the inhabitants of a city whose heritage belongs not only to Morocco but also to all of mankind will enjoy a greatly enhanced quality of life.

Policy Change from the Bottom Up

In the complex matter of environmental protection, sustainable progress requires that stakeholders roll up their sleeves and work together to find local solutions to pressing problems.

Of all the public and private partners responsible for the success of Fez' chromium recycling plant, no one contributed more than the representatives of the tannery industry. By exploring various technical and management options, the "polluters" became aware of the costs of not cleaning up and of their professional responsibilities. Soon, they came to accept the principle of "the polluter pays".

As the tanners worked to develop norms and standards for their industry, they laid the foundation for far-reaching policy change. What's more, they have provided incentives for investment in chromium treatment plants elsewhere, including investment by the tanners themselves.

A Wastewater Plant that will Pay for Itself

A new wastewater treatment plant in the southern Moroccan *commune* of Drarga has made neighborhoods livable, showcased new non-chemical sewage treatment technologies, and demonstrated the strength of participatory process.

XI. To clean up the raw sewage in their town...

At the outset of the project, raw sewage was being dumped in open ponds, which contaminated wells and ground water tables of this agricultural town in the Souss River Basin. The result was health problems for residents, some of whom had to leave their farms. Concerned about the worsening problem, members of the community came together and helped USAID identify new ways to treat waste.

....the people of Drarga worked with local authorities and technical experts....

Together we carried out a feasibility study and environment impact assessment. Following the signing of a collective agreement with the Ministry of the Environment, we invited local government officials and technicians from the area to observe creative approaches to sewerage and sanitation in the United States. The commune, Drarga's local administration, put aside land for the plant.

...to design a state-of-the-art wastewater treatment plant.

Next engineers worked with local farmers to design a plant to treat wastewater without chemicals while contributing to flood control. The local government donated 30% of construction costs and agreed to take responsibility for the management of the plant.

D. Perfectly adapted to the local environment and economy...

Now the wastewater treatment plant with a capacity of 1000 m3 per day is ready for operation. The new Drarga plant is perfectly integrated with the local economy. What's more, the ingenious design of the plant will allow it to recover the cost of its construction over time and become self-sustaining.

...the new facility wastes nothing.

This is a wastewater plant where nothing is wasted. Household wastes will be purified by means of beds which use a sand filtration system and anaerobic decomposition. The treated effluents, which meet WHO safety standards, will be sold to farmers to irrigate the vegetable plots and fruit trees that are a source of livelihood for the area. And sludge from the plant will be used with the town's solid waste to create compost.

XII. Decontaminated wastewater, methane gas, reeds, and sludge will be recuperated...

The plant's anaerobic beds are fitted with a synthetic cover that collects methane gas, which is converted into energy to operate the plant. In the last stage of treatment, water flows into reed beds that are periodically harvested and sold. In an agricultural economy such as Drarga, reeds are the raw material of products ranging from baskets and furniture to fencing, roofing support and animal shelter.

....and soon the plant will pay for itself!

The Drarga wastewater plant promises to have lasting positive impact on the inhabitants of Drarga and the quality of their lives. The town will have complete sewage services and freedom from pollution and the resulting health problems. Additional water resources will be available for irrigation.

E. Drarga demonstrates what communities can do...

But the most important transformation is in the people themselves. Community members have demonstrated what they can achieve in cooperation with local authorities and USAID technical assistance. And managed by elected officials, the facility that will soon pay for itself.

...and provides a model for USAID's continuing work in the Souss-Massa-Draa Region.

With the completion of the pilot project at Drarga, we are looking to apply what we have learned to water management issues in the South of Morocco. Recently USAID has finalized the design of the Souss-Massa Integrated Water Management project, winning the commitment of three cooperating ministries to work together to create a River Basin Agency for the Souss-Massa.

Drarga's Ingenious Wastewater Treatment System

Faced with life-threatening contamination, residents and local officials of Drarga in Morocco's Souss-Massa region worked together with the Ministry of the Environment and USAID to design a wastewater treatment system for their community. The ingenious chemical-free system with a daily treatment capacity of 1,000 m³, uses appropriate technology and demonstrates several cost-recovery mechanisms.

Raw sewage water passes through screens into a covered anaerobic basin for primary treatment. The effluent then flows into one of ten basins where it is filtered through sand. The third stage of treatment takes place in beds planted with reeds. The treated water then flows into a storage basin where nitrates are removed before the water is recycled for irrigation.

Plant operating costs are recovered in several ways. Methane gas collected in the anaerobic basin is recovered and converted into energy to run the plant. Sludge pumped from this basin is pumped into beds where it is dried and later collected for composting. The reeds in the reed beds are harvested and sold for a variety of domestic uses. The treated water is sold to farmers for use on wheat, forage crops and various cash crops and the fertilizing properties of the recycled water reduces their need to purchase fertilizer.

Protecting the Nakhla Watershed for Posterity

In Morocco's Oued Nakhla watershed, USAID has demonstrated how complex environmental problems can be addressed in the context of sustainable development. We have piloted a participatory process which has brought people together to take responsibility for problems of soil erosion and watershed management. Thanks to this process, farmers have developed stronger associations, soil has been saved from erosion, and water storage capacity has been increased. The approach, which has proved successful in Nakhla, can now be used elsewhere in Morocco.

The Nakhla watershed presented severe environmental challenges....

With their rugged steep slopes and heavy rainfall, the Rif Mountains of Morocco's north have some of the worst rates soil erosion in the world. The 8,000 inhabitants of the Oued Nakhla watershed earn their living by planting crops and keeping goats, sheep and cows, activities, which further contribute to soil erosion if not managed properly. At the outset of the project, soil loss in the area was estimated at 62 tons per hectare per year and silting had caused a decrease of nearly 40% in the initial capacity of the Nakhla dam, which provides water to the city of Tetouan thirty kilometers away.

With the assistance of USAID and in the context of the Moroccan Government's National Strategy of Watershed Management, an innovative integrated project for water resources management is now bearing fruit.

....and could be addressed only through a highly participatory process....

The goal of the project was to restore the Nakhla watershed and to protect its soil and water by involving all stakeholders in the process. To understand how people, cultivation practices and livestock interrelate with their environment, USAID conducted a Participatory Lifescape Landscape Appraisal to identify activities that would bring results in zones of the watershed that were most at risk.

In designing the project, USAID collaborated with a variety of partners including the Ministries of Agriculture and the Environment, the Agency for Development of the North, the Province of Tetouan, the United States Peace Corps, and a variety of non-governmental organizations. But the key players in the project were the inhabitants of Nakhla, who chose, guided and evaluated the project activities. This intensive participation won understanding of individual responsibility and collective commitment to long term conservation. No single group was more important than the women of Nakhla, who gather wood from the matorral forest for household cooking and heating. Throughout the planning process, project technicians and engineers worked closely with villagers and their representatives in associations from each village.

.....in which community members decided on and guided all project activities.

In partnership with local authorities and community members themselves, we have taken direct action to conserve natural resources as well as indirect measures to raise community awareness for ongoing environmental commitment and sustainable local development.

Among the direct actions are massive plantings of income-generating olive and almond trees to help hold the soil in cultivated area. Communities decided on the type of trees of most value to them and organized the distribution and planting of seedlings through local NGOs. In time, farmers will be able to purchase wheat and phase out the soil eroding cultivation of cereals.

In the rainfed areas of cultivation, we introduced simple and appropriate construction technologies to prevented the formation of gullies and we stabilized slopes with shrubs and other vegetation. In irrigated areas, we repaired channels on terraces near the villages and planted fig trees on the lower terraces. As for the non-cultivated slopes covered with degraded matorral forest, we planted trees suitable for firewood and perennial grasses for livestock forage. Special soil erosion test stations throughout the watershed helped all those involved monitor the impact of activities and to demonstrate measurable progress to others.

In addition to measures that directly control erosion, there was a wealth of collateral benefits. Again, our participatory approach involved the local inhabitants in analyzing the environmental situation and in identifying ways to improve long term management of the natural resources essential to their livelihoods. The introduction of new equipment improved agricultural productivity. Apiculture has been introduced as have been improved goat breeds which reduce damage to vegetation. To cut down on the harvesting of precious matorral forest, village women chose more efficient wood-burning stoves for their kitchens.

F. The demonstrated success of this process...

The Nakhla project has brought impressive results. More than 43,000 olive trees have been planted on 290 hectares owned by 199 farmers. Five ravines have been stabilized against soil loss through the construction of check dams and other simple structures. We have built seven water holding tanks to catch the run off from natural springs. We repaired irrigation canals and planting grass strips along contour lines. The agriculture economy has been enhanced through the introduction of modern apiculture and high quality breeding goats.

In the long term, we expect that these measures will reduce soil loss in the watershed by 30% and increase the useful life of the Nakhla Dam. As farmers' incomes increase with diversified activities, pressures on the fragile ecosystem will decrease.

...points the way to better water resources management in other parts of Morocco.

Nakhla's mixed farming systems and land use practices are found in other parts of the Rif and Northern Morocco, making our approach applicable to other areas. Throughout the project, workshops and other events have provided opportunities to for reflection, identification of lessons learned, and technology transfer. Now that the best practices of the Nakhla experiment have demonstrated that this participatory process works, communities elsewhere will be playing a central role in the conceptualization, implementation and evaluation of development activities that affect their lives and futures.

Giving Credit Where Due

Good management of water resources on the fragile slopes of Morocco's Rif Mountains, requires commitment and hard work on the part of local farmers. To draw attention to the outstanding efforts to control erosion on their land, often adopting innovative technologies in the process, village committees of Jamaat Lhamra elected ten of their peers for special recognition. On a visit to the area, the U.S. Ambassador went out of his way to present certificates to these farmers and to congratulate them on their contributions.

Honey in the Mattoral Forest

The twenty-five members of the Cooperative of Douar Zergua worked with USAID to launch a bee keeping project. The hives are bringing new life to the precious mattoral forest near their homes and new livelihood to its thirty families.

Success Story CCT / EUP : Al Attaouia

Partnerships for Urban Sanitation: The Case of Al Attaouia

The Moroccan town of Al Attaouia has a new water treatment system to which nearly all of its 14,000 residents are connected. In addition to purifying and recycling wastewater that might otherwise contaminate the potable water supply for the city of Marrakech, the Al Attaouia project is a remarkable example of an innovative collaboration among a number of partners.

Al Attouia's new system is a model of multi-agency collaboration.

The municipality of Al Attaouia was able to complete its basic sanitation network thanks to a 1990 loan of Dh 5.8 million from FEC (*Fonds d'Équipement Communal*), made possible through USAID's housing loan guarantee program.

Thanks to loans guaranteed by a USAID program....

In 1997, Morocco's National Office of Potable Water (ONEP) completed a liquid waste master plan providing for a water treatment plant which would halt contamination of the canal that feeds the Marrakech water supply. To finance the first phase of work stipulated in the master plan, the Al Attaouia Municipality

took out a second FEC loan, for Dh 1.4 million. Construction work included an outlet collector, a pump station and anaerobic basins for the initial treatment in the plant itself. The purified water was to be distributed to irrigate downstream farming plots.

....ANHI, the Municipality, and a variety of implementing partners....

As construction was about to begin however, the regional office of the National Shelter Upgrading Agency (ANHI) was completing a project to provide services to some 900 plots located less than a mile away from the proposed wastewater treatment plant. Since there was a danger that unpleasant odors would waft through this community of 11,000 people, ANHI took preventive action. The agency called on USAID to provide technical assistance in partnership with experts at the Hassan II Institute of Agronomy and Veterinary Medicine (IAV). Following their pre-feasibility study, ANHI contracted with these partners to provide urban environmental services and to expand the original design of the wastewater treatment plant.

.... redesigned the plant to meet to increasing demands.

The redesigned purification system provides for a full-scale water purification plant based on technology which reduces the size of the facility and consequently the investment. And with initial treatment in covered anaerobic basins, it not only prevents the escape of odors but also allows the capture of biogas that can be recycled to fuel the plant.

Construction costs of the innovative waste wastewater system...

The regional office of ANHI took responsibility for all construction required to direct wastewater to the plant. The Dh 1.5 million costs include the spillway, the final collector, the sand filtering beds, the pump station, and the delivery of the discharge to the purification plant. For its part, the municipality agreed to fund the purchase of 1.5 hectares of land required for the plant and agreed to put the totality of the Dh 1.4 million FEC loan into plant construction costs.

....were shared by partners collaborating at the regional level....

As for the treated wastewater, it meets World Health Organization specifications for the irrigation of all kinds of crops in the warm season and for cereals the rest of the year. Farmers on the thirty hectares served by the plant have formed in a water users' association and under the aegis of the Office Régional de Mise en Valeur Agricole du Haouz (ORMVAH), they are collecting fees of 0.20 Dh per m³ of water distributed for irrigation.

... and provide a model for addressing sanitation problems elsewhere in Morocco.

Through a variety of means, including publications, seminars and inaugural events, USAID is disseminating Al Attouia's best practices in productive collaboration for sanitation that can be used in other regions of Morocco, particularly to small and medium size cities seeking innovative sanitation solutions.

International Recognition for Best Practices in Upgrading Housing

Tikiouine, a peri-urban area of the city of Agadir that is home to 30,000 Moroccans, is gradually becoming a much more desirable place to live. Since USAID began collaborating with Morocco's National Shelter Upgrading Agency (ANHI), thousands of housing formerly illegal housing units have been integrated into the formal urban fabric. The changes and the momentum of future change in Tikiouine have been so dramatic that the United Nations Centre for Human Settlements (Habitat) has honored the project with the Habitat II Best Practices Award.

Migration of rural populations in search of better lives and more fruitful opportunities in Morocco's cities is a fact of life. In the city of Agadir in the south of Morocco, tourism, an important port, commercial fishing, and agribusiness continue to attract a steady stream of ambitious people into the "clandestine" settlements and shanty towns where nearly a third of Tikiouine's inhabitants live.

ANHI's approach is to coordinate the installation of sewer, water and road networks and to help residents get titles to their land. Once these services are in place, families build their own houses at their own pace and within their means. As populations stabilize, the municipality establishes schools, clinics, post offices and administrative buildings.

This year Tikiouine residents will gain access to micro-loans to improve their homes. The USAID-supported pilot project is being launched in partnership with a Moroccan bank, an existing microfinance association and NGOs in the community. The objective is to develop a micro-loan financing system which meets the needs of below median income Moroccans wishing to upgrade their housing. A participatory approach ensures that the development of environmental infrastructure is both sustainable and addresses issues related to poverty, such as degradation of the environment and the ensuing health problems. In time, citizens are coming to understand and expect increased potential for economic development, good governance, social integration and more durable alliances between public and private partners.

Credit for Low-Income Homeowners

The Urban Environmental Credit Program (UECP), which was formerly known as the Housing Guarantee Program, is one of the ways that USAID supports the National Shelter Upgrade Agency (ANHI). UECP provides the Moroccan government with loan guarantees to borrow from U.S. private investors. A total of \$7.8 million in loans were approved in 1999 to be used by ANHI to respond to the overwhelming need for affordable shelter in Morocco.

UECP is helping ANHI improve the urban environmental and shelter conditions of Moroccan cities, and to increase the capability of selected municipalities to provide shelter-related infrastructure and environmental services on a sustainable basis through the *Fonds d'Equipement Communal* (FEC). This support enables ANHI each year to provide up to 10,000 additional serviced plots for sale to approximately 20,000 families earning below the median income level, which is defined as 3,600 Dirhams in 1997. In addition, housing guarantees support infrastructure and shelter-related services for new neighborhoods. Almost 200,000 low-income households had been connected to sewer and potable water networks, and 33 municipalities had improved urban service provision affecting over 3 million residents.

Both loan and grant funding are being made available. The \$80 million US housing guarantee loan is leveraging additional funds; ANHI's total investments planned over this period are between \$300-320 million. The FEC is matching UECP loan funds of \$20 million provided for infrastructure financing, contributing \$20 million of its own resources over the life of the program. In the coming four years, the Moroccan government expects to invest an additional \$50 million in clandestine neighborhood upgrading and urban environmental infrastructure for housing. Consequently UECP impact translates into the overall results of ANHI's operations during the life of the program: the creation of serviced housing lots for over one million people.

Apart from the housing guarantee loans, the UECP program is accompanied by a \$4.5 million grant to the Government to assist ANHI, FEC and selected municipalities in housing guarantee implementation. This provides technical assistance, training, studies, and essential equipment, primarily information technology, enabling ANHI to become more self-sustaining after UECP and expanding the capacity of selected municipalities to collaborate in the shelter delivery system for poorer families.

Integrating a Squatter Settlement into the Urban Fabric of Marrakech

When rapid growth of Marrakech forced closure of a stone quarry in the late 1970's, rural squatters moved into the area. Over the next twenty years settlement of Koudia filled up with 2,400 inhabitants who lived without potable water, sewerage, or garbage collection. Of Koudia's 430 households, more than a quarter were headed by women.

In 1995, with support from USAID, Morocco's National Shelter Upgrading Agency (ANHI) began its work to provide the residents of Koudia urban services and access to titled land. ANHI restructured ninety percent of the existing houses to make them safe and sound. New housing plots were acquired so that households could be relocated, both homes threatened with collapse and those that needs to be demolished to make way for sewage networks.

Once residents gained titles to serviced land they were motivated to improve their houses and put down lasting roots. They not only mobilized their own resources through family savings, labor, and local solidarity, but received assistance from ANHI in the form of housing plans and technical guidance. As homeowners, they have come to understand the value of community participation and the potential of NGO action to sustain the environmentally sound development of their neighborhood.

Today, the residents of Koudia are proud citizens of the great city of Marrakech. Their neighborhood has been integrated into the urban fabric, networked with sanitation systems, electricity lines and public lighting for its new streets. Soon Koudia will have its own health clinic, a Red Crescent office, a youth center, a women's community center, a communal oven, a public bath, and a new mosque.

ANHI: Morocco's Dynamic National Shelter Upgrading Agency

Created in 1984, the National Shelter Upgrading Agency (ANHI) is a public organization that helps low-income Moroccans become home owners. To do this ANHI restructures informal housing districts and sees that they receive basic sewerage, water and other infrastructure.

The agency carries out land development projects linked directly or indirectly to slum clearance, acquiring the land necessary to upgrade unauthorized settlements and to develop new housing projects. Before undertaking upgrades, it conducts the necessary studies, involving stakeholders to ensure lasting results. Finally it monitors the construction of housing for poor Moroccans squatters and slum-dwellers.

In the period between 1984 and 1991, ANHI implemented the first programs to upgrade unserved neighborhoods. In the phase lasting from 1992 to 1997, ANHI developed integrated programs to service land and provide housing in Morocco's cities, benefiting from loan guaranties from USAID and the general state budget. Since 1998 several new mechanisms have been put into place to make low-income housing even more affordable for low-income families.

Today, ANHI is decentralizing management through its 11 regional offices, as it follows an integrated approach at the municipal level in which the focus is on servicing land for more effective upgrading. At the same time ANHI has diversified its resources through by forging partnerships with central and local governments, the private sector, non-governmental organizations. ANHI's national partners include universities, associations and financial institutions. In addition to USAID, its international partners include shelter upgrading organizations in Jordan, Tunisia and France as well as the United Nations Center for Human Settlements.

Moroccan Women: Progress and Constraints

Morocco has made considerable progress in the social sectors and there has been improvement in women's status over the past thirty years. However, women's legal rights, access to political power, and participation in the economy remain limited, particularly in rural areas. Morocco's social indicators reflect these realities. Although fertility rates have improved considerably with Moroccan women giving birth to an average of 3.1 children, the country has a very high rural female illiteracy rate of 89% and a maternal mortality rate of 228 deaths per 100,000 births.

Moroccan family laws are based on Islamic law and those which govern women's rights are known collectively as the *Moudawana*. Several years ago, women activists were able to convince the government to review these laws, which resulted in some very limited reform, particularly on issues of divorce and child custody. One of the main objectives of the women's movement in Morocco remains legal reform to reflect the needs and realities of a modern nation.

Today Moroccan women and men are working for women's legal rights, access to social services such as health and education, and quotas to ensure women's participation in public life. Morocco's nascent NGO sector is addressing key social issues at the community level as well as at the policy level.

USAID is supporting working to give women a greater voice in decisions which concern their lives. To help Morocco redress its high female illiteracy rates, our education activities aim to increase the school attainment of girls and boys in rural areas. To improve the status of Moroccan women by expanding and solidifying the democratic process, our democracy and governance program supports advocacy efforts of Moroccan NGOs.

4. Final SO3 Result Report

SO Text for SO: 608-003 Expanded base of stakeholders in the economy, targeting people of below-median income

Country/Organization: USAID Morocco

Objective ID: 608-003

Objective Name: Expanded base of stakeholders in the economy, targeting people of below-median income

Self Assessment: Meeting Expectations

Primary Links to Agency Strategic Framework:

100% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable

Link to U.S. National Interests: Economic Prosperity

Primary Link to MPP Goals: Economic Development

Secondary Link to MPP Goals (optional): Open Markets

Summary of the SO:

This is the final reporting period for SO #3. This SO was replaced by SO 5 (“Increased Opportunities for Domestic and Foreign Investment”) when the Economic Growth addendum to the USAID/Morocco CSP was approved in March, 2000. SO3 combined Economic Growth (EG) and Environment and Urban (EUP) activities. The SO fit one of the seven goals of the Administration’s International Affairs Strategic Plan (IASP): the encouragement of broad-based economic growth and agricultural development. Activities under this SO responded to two of the IASP’s 16 strategies: to open foreign markets to free the flow of goods, services and capital; and to promote broad-based growth in developing and transitioning economies. The SO team promoted 15 policy reform initiatives, capacity enhancement of several private and public sector institutions, creation and expansion of small and microenterprises, and access to credit for small and microentrepreneurs and homeowners. By the end of the strategy period, virtually all SO activities were completed and targets met or surpassed. The USAID program tangibly broadened the base of stakeholders and the SO team recorded some notable achievements in FY 2000, capping five years of steady progress against implementation targets.

Key Results:

The most important results for FY 2000 are summarized below.

I.R. 3.1: Improved Policy and Regulatory Environment: a national charter for SME development was adopted and passed into law; a small business monitoring unit was created; and the diagnostic phase of the Investor's Roadmap exercise was completed. With the inclusion of these results, the SO Team estimates that 95% of the action items on the SO 3 policy matrix have been achieved.

I.R. 3.2: Creation and Expansion of Small and Microenterprises: Twenty six new microfinance offices were opened (total of 62 at the end of 2000); cumulative loans to microentrepreneurs totaled 108,000, of which 53% were delivered to women (versus a target of 30%); \$8.8 million in cumulative SME investments were directly attributable to USAID interventions, generating \$11.3 million in first-year revenues and creating 627 net new jobs.

Performance and Prospects:

Results in FY 2000 met or surpassed expectations. Beginning in FY 2000, the EG strategy shifted from the SO3 results framework to a new framework described in SO 5. I.R. 3.1 indicators have not been carried over into the new strategic framework, although further progress under this I.R. will continue to be tracked by the Mission. Indicators of progress against I.R. 3.2 targets have been carried over into the SO 5 results framework and incorporated therein, in some instances as baselines for expanded activity targets.

A close-out report for SO 3 is being prepared by the Mission and will be transmitted to USAID/Washington in May, 2001.

Possible Adjustments to Plans:

As described in the narrative for SO 5.

Other Donor Programs:

As described in the narrative for SO 5.

Major Contractors and Grantees:

The prime contractor for the New Enterprise Development project was Chemonics, International. That contract concluded in June, 2000. An institutional contract with Volunteers in Technical Assistance (VITA) carries over into the new EG SO.

Performance Data Table

Fiscal Year: FY2002

Objective Name: Expanded base of stakeholders in the economy, targeting people of below-median income

Objective ID: 608-003

Approved: 1995-04

Country/Organization: USAID Morocco

Result Name: IR 3.2.1 Broadened access to financial resources and services

Indicator: Number of microenterprises receiving loans through the formal credit system

Disaggregated By:

Unit of Measure: Cumulative number of microenterprises

Year	Planned	Actual
1997	800	1,880
1998	4,760	11,032
1999	27,685	44,820
2000(T)	55,000	NA

Source:

USAID Microenterprise Finance (MFA) special study, VITA contract reports, and AMSED (Moroccan NGO) reports

Indicator/Description:

Cumulative figures of microenterprises served. Indicator Data Quality: Excellent

Comments:

The Microenterprise Finance project was authorized in September 1995. The institutional contractor, Volunteers in Technical Assistance (VITA), began work in Morocco in August 1996 and created a new microfinance institution, Al Amana, in February 1997. Lending began in March 1997 and by year end 1,880 loans were provided by Al Amana, of which 16% went to women. By the end of CY 1997, the project had surpassed all targets identified for Phase I, which ended February 28, 1998. 1999 showed good results in terms of production, cost recovery and portfolio quality. The addition of 9 antennas during the year contrasts with the 24 opened in 1998, and reflects the facts that 1999 was a year of consolidation and reinforcement of systems and staff rather than expansion. During 1999, the program passed the milestones of 20,000 and \$3 million outstanding loans, and \$1 million in local revenues earned since the beginning of the program. The program covered 84% of its operating costs and 66% of total costs, including "virtual" costs of capital, in the last quarter. The portfolio at risk dropped to under 0.5%. All indicators improved dramatically during the year. Al Amana continues to recruit and hire female loan agents. They contribute to a steady increase in the number of female clients, who received 51% of loans already, exceeding the original project target of 30%. In addition, in 1999, the management team set the ground for launching new products in 2000, including larger solidarity loans, individual loans, and non-financial services delivered using digital video.

Performance Data Table

Fiscal Year: FY2002

Objective Name: Expanded base of stakeholders in the economy, targeting people of below-median income

Objective ID: 608-003

Approved: 1995-04

Country/Organization: USAID Morocco

Result Name: IR 3.1 Improved policy and regulatory environment

Indicator: Progress towards adoption of 15 key reforms

Disaggregated By:

Unit of Measure: % completion of 15 policy reforms

Year	Planned	Actual
1995	30	30
1996	45	43
1997	67	69
1998	84	86
1999	93	94
2000	96	NA

Source:

USAID project reports (NED, MAP, MFA, UES)

Indicator/Description:

See background, below. Indicator Data Quality: Moderate

Comments:

In 1999, progress was substantial, despite a slow-down in the reform process, mainly due to the death of King Hassan II, changes in key Ministries, and the end of a contract under which most of the reform activities were promoted. However, all EG-promoted reform initiatives were revalidated by the new government, several even receiving priority attention. Other important initiatives, not shown in EG's list of 15 policy reforms, have received significant boosts from EG activities. For example, new activities such as Phase II of the Investors Roadmap, Phase I of the commercial policy toolkit, a study on internet for economic development, and the May 1999 impact study of the organizational and administrative reforms, have undeniably triggered heightened attention of GOM senior officials and decision-makers to this specific set of reforms. Similarly, the GOM/private sector anti-corruption campaign received considerable attention in part because of USAID support for NGOs. Also, USAID-supported economic association law, the microfinance association law, the mortgage securities markets, and the competition law were enacted after their vote by the parliament. Moreover, USAID emphasis on small enterprise development has led the new government to grant this development higher priority. The GOM has asked USAID to help drafting a policy and a charter, which will provide the parameters for government's promotion and support to small businesses. The SME Charter is now submitted to the parliament's vote, after a successful seminar on SME conducted by three SBA experts and an observational study tour to Canada and USA to expose government and private sector decision-makers to North-American approach to SME development. USAID also helped the Ministry of Justice to formulate its reform perspectives in areas affecting important aspects of private sector development such as commercial courts, dispute settlement and reengineering of administrative procedures.

Performance Data Table

Fiscal Year: FY2002

Objective Name: Expanded base of stakeholders in the economy, targeting people of below-median income

Objective ID: 608-003

Approved: 1995-04

Country/Organization: USAID Morocco

Result Name: IR 3.2 Creation and expansion of small and microenterprises

Indicator: Number of business licenses issued to SMEs - annual

Disaggregated By:

Unit of Measure: Number of SMEs registered by GOM: Annual

Year	Planned	Actual
1993 (B)	NA	16,000
1994	16,000	20,658
1995	16,000	22,092
1996	17,000	23,603
1997	23,000	24,866
1998	24,000	27,762
1999	24,000	32,427

Source:

USAID project reports (NED)

Indicator/Description:

Annual figures. Indicator Data Quality: Good

Comments:

Original targets are retained in these tables for comparative purposes, but current projections are for 190,000 SMEs to be registered by 2000 (a/o 28,000 new SMEs registered and 190,000 as cumulative). The NED project helped to increase the number of SMEs in Morocco through its organizational and administrative reform efforts which include: establishing a small business policy unit, instituting a legal framework to codify means of SMEs-Government collaboration, establishing a one-stop-business registration center, reducing the number of tax forms from 10 to 3, agreed accounting and management centers for SMEs, the official guide for business formalities. In May 1999, NED completed an assessment of the estimated economic impact of the above-mentioned reforms that would result from better business and economic information and simplified business procedures: It is estimated that implementation of the two reform proposals alone would increase Morocco's GDP by 2.3% per year or by DH 7.34 billion (\$770 million).

Performance Data Table

Fiscal Year: FY2002

Objective Name: Expanded base of stakeholders in the economy, targeting people of below-median income

Objective ID: 608-003

Approved: 1995-04

Country/Organization: USAID Morocco

Result Name: IR 3.2 Creation and expansion of small and microenterprises

Indicator: Number of business licenses issued to SMEs - cumulative

Disaggregated By:

Unit of Measure: Number of SMEs registered by GOM: Cumulative

Year	Planned	Actual
1993 (B)	NA	16,000
1994	32,000	36,658
1995	48,000	58,750
1996	65,000	82,353
1997	104,557	107,219
1998	128,557	134,981
1999	152,557	167,408

Source:

USAID project reports (NED)

Indicator/Description:

Cumulative figures. Indicator data quality: good.

Comments:

Original targets are retained in these tables for comparative purposes, but current projections are for 190,000 SMEs to be registered by 2000 (a/o 28,000 new SMEs registered and 190,000 as cumulative). The NED project helped to increase the number of SMEs in Morocco through its organizational and administrative reform efforts which include: establishing a small business policy unit, instituting a legal framework to codify means of SMEs-Government collaboration, establishing a one-stop-business registration center, reducing the number of tax forms from 10 to 3, agreed accounting and management centers for SMEs, the official guide for business formalities. In May 1999, NED completed an assessment of the estimated economic impact of the above-mentioned reforms that would result from better business and economic information and simplified business procedures: It is estimated that implementation of the two reform proposals alone would increase Morocco's GDP by 2.3% per year or by DH 7.34 billion (\$770 million).

Performance Data Table

Fiscal Year: FY2002

Objective Name: Expanded base of stakeholders in the economy, targeting people of below-median income

Objective ID: 608-003

Approved: 1995-04

Country/Organization: USAID Morocco

Result Name: IR 3.2.1 Broadened access to financial resources and services

Indicator: Amount loaned to microenterprises through the formal credit system

Disaggregated By:

Unit of Measure: Cumulative amount loaned (\$) in average loan amount of \$240

Year	Planned	Actual
1997	192,000	451,200
1998	1.15 million	2.75 million
1999	7.80 million	9.80 million
2000 (T)	21 million	NA

Source:

USAID Microenterprise Finance (MFA) special study, VITA contract reports, and AMSED (Moroccan NGO) reports

Indicator/Description:

Cumulative figures of microenterprises served. Indicator Data Quality: Excellent

Comments:

The Microenterprise Finance project was authorized in September 1995. The institutional contractor, Volunteers in Technical Assistance (VITA), began work in Morocco in August 1996 and created a new microfinance institution, Al Amana, in February 1997. Lending began in March 1997 and by year end 1,880 loans were provided by Al Amana, of which 16% went to women. By the end of CY 1997, the project had surpassed all targets identified for Phase I, which ended February 28, 1998. 1999 showed good results in terms of production, cost recovery and portfolio quality. The addition of 9 antennas during the year contrasts with the 24 opened in 1998, and reflects the facts that 1999 was a year of consolidation and reinforcement of systems and staff rather than expansion. During 1999, the program passed the milestones of 20,000 and \$3 million outstanding loans, and \$1 million in local revenues earned since the beginning of the program. The program covered 84% of its operating costs and 66% of total costs, including "virtual" costs of capital, in the last quarter. The portfolio at risk dropped to under 0.5%. All indicators improved dramatically during the year. Al Amana continues to recruit and hire female loan agents. They contribute to a steady increase in the number of female clients, who received 51% of loans already, exceeding the original project target of 30%. In addition, in 1999, the management team set the ground for launching new products in 2000, including larger solidarity loans, individual loans, and non-financial services delivered using digital video.